

U.S. ARMY MISSION COMMAND TRAINING & EDUCATION PLAN FY 18-20

U.S. ARMY
MISSION COMMAND STRATEGY
FY 13-19



2013
DISTRIBUTION RESTRICTION:
Approved for public release; distribution unlimited
HEADQUARTERS, DEPARTMENT OF THE ARMY

U.S. ARMY
MISSION COMMAND
ASSESSMENT PLAN
FY 15-19



2015
DISTRIBUTION RESTRICTION:
Approved for public release; distribution unlimited
HEADQUARTERS, DEPARTMENT OF THE ARMY



June 2017

DISTRIBUTION RESTRICTION:

Approved for public release; distribution unlimited
HEADQUARTERS, DEPARTMENT OF THE ARMY

MCTEP is available at MCCOE DOT Mission Command Resources web page:

<http://usacac.army.mil/core-functions/mission-command>

FOREWORD

The U.S. Army Mission Command Training and Education Plan (MCTEP) provides a roadmap of progressive learning requirements throughout a Soldiers/civilians career. Each learning requirement is nested within the institutional, operational, and self-development domains with an integrated crosswalk of training tasks (T&EOs) linked to educational outcomes (TLOs) within the newly approved Army Learning Area (ALA) construct. The MCTEP provides a holistic view of training and education outcomes at specific cohorts, ranks, and echelons to facilitate shared understanding of expectations on what Soldiers/civilians should "know" or be able to "do" when they transition between the institutional, operational, and self-developmental domains.

The MCTEP is intended to form the foundation for "common core" PME curriculum which will be developed across TRADOC schools and centers. Through the synchronization and integration of MCTEP outcomes, schools and centers will be able to develop sequential and progressive learning curriculum across Army cohorts.

The Combined Arms Center, Mission Command Center of Excellence points of contact for this action include: BG James Mingus at commercial: (913) 684-4275, or email: james.j.mingus.mil@mail.mil; Col. Nick Crosby at commercial: (913) 684-6818, or email: patrick.n.crosby.mil@mail.mil; or Mr. David Stephan at commercial: (913) 684- 8594, or email: david.m.stephan2.civ@mail.mil.



LTG Michael D. Lundy
Commanding General, Combined Arms Center

Executive Summary

The Mission Command Training and Education Plan (MCTEP) is the final implementation component of the Army Mission Command Strategy (AMCS). The MCTEP provides the framing and education overtones to achieve the AMCS strategic objectives and endstate.

- The [AMCS](#) seeks to achieve unity of effort to effectively integrate and synchronize operational and institutional forces roles and responsibilities to implement mission command (MC) across DOTMLPF domains. The AMCS strategic endstate is Army-wide understanding and effective practice of the MC philosophy executed through the MC warfighting function leading to successful unified land operations (ULO) in support of the joint force.
- The [AMCAP](#) establishes measures of effectiveness (MOE) with standards, identifies assessment indicators, and assigns roles and responsibilities to assess the Army's progress in achieving the AMCS strategic ends.
- The [MCTEP](#) integrates and synchronizes MC training, education, and experiences within and between all Army cohorts and levels.

The MCTEP integrates and synchronizes DOTMLPF means within and between institutional, operational, and self-development learning domains in order to achieve the AMCS strategic objectives.

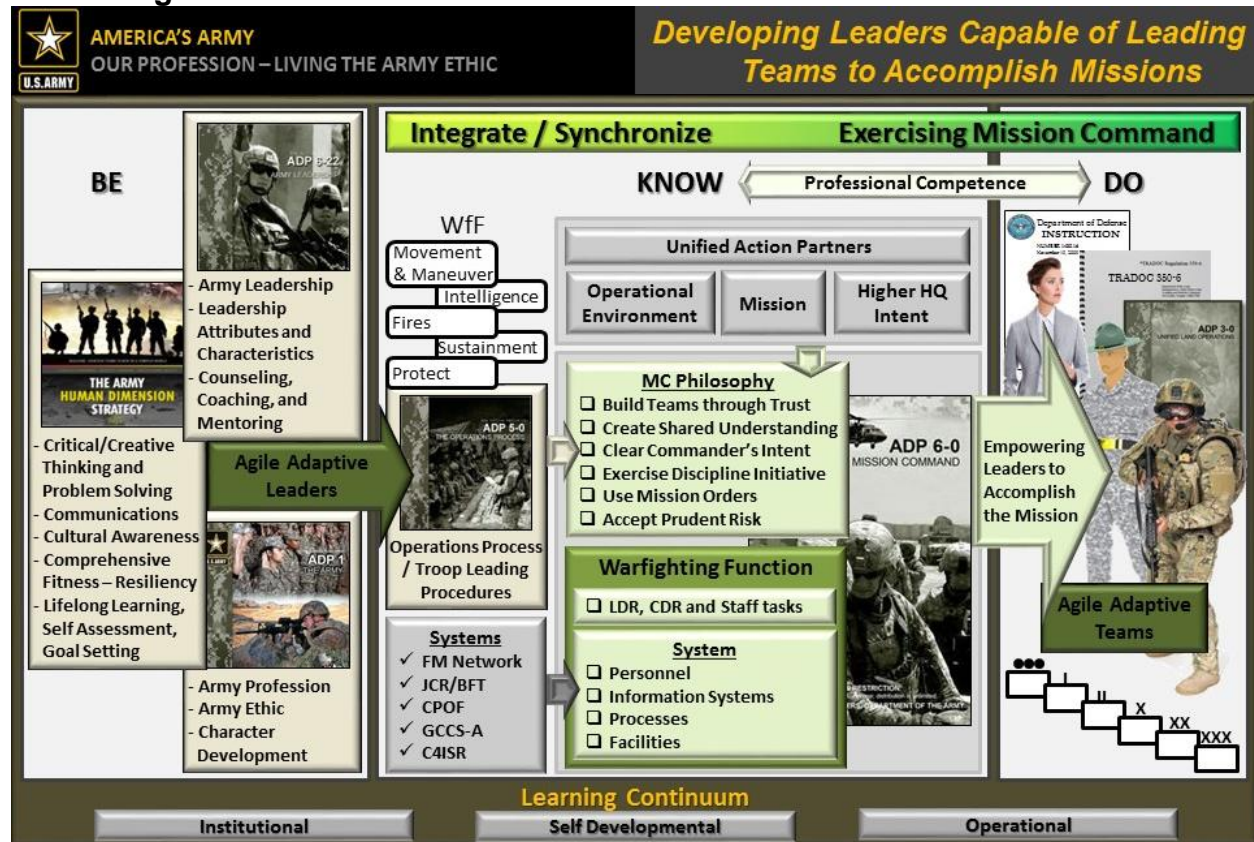
MEANS		WAYS	ENDS
DOTMLPF		Education	AMCS Strategic Objectives
ADP/ADRP 7-0 ADP/ADRP 6-22 ADP/ADRP 6-0 ADP/ADRP 5-0 ADP/ADRP 3-0	AMCAP MC Standards MC Individual Critical Task List MC Programs of Instructions (POI) Combined Arms Opns POIs MC General Learning Outcomes MC Terminal Learning Outcomes MC Enabling Learning Outcomes MC Lesson Plans Classrooms, Equipment, Instructors Centers of Excellence Schools Training Areas	<p>Officer PME <i>Pre-Comm, BOLC, CCC, CGSC, AWC, PCC</i></p> <p>Warrant PME <i>WOC, WOBC, WOAC, WOILE, WOISSC</i></p> <p>NCO PME <i>BLC, ALC, SLC, MLC, SMA, PCC</i></p> <p>Civilian Education <i>Foundation, Basic, Interm., Advanced</i></p> <p>AMCAP MOE 1-1: Army leaders demonstrate an understanding of the <i>MC Philosophy</i> during PME-CES.</p> <p>AMCAP MOE 2-1: Army leaders demonstrate an understanding of <i>MC Wff tasks</i> during PME.</p> <p>AMCAP MOE 3-2-1: Army leaders demonstrate an understanding of the <i>MC system</i> during PME and MC functional training.</p>	<p>AMCS SO 1-1: All Army leaders understand the <i>MC philosophy</i>.</p> <p>AMCS SO 2-1: Commanders, staffs, and units understand all aspects of the <i>MC Wff</i>.</p> <p>AMCS SO 3-1: A <i>MC system</i> enables units to effectively execute MC Wff commander, staff, and additional tasks.</p>
	Training		
	AMCAP MC Standards MC Individual Critical Task List MCDMG Program of Instruction IOQC Program of Instruction KMQC Program of Instruction Classrooms, Equipment, Instructors Combat Training Centers Mission Training Complexes MC Digital Gunnery Tables Regional Training Centers Centers of Excellence/Schools Combined Arms Training Strategies	<p>Home Station Training <i>FTX, CPX, STAFFEX, STX, Sust. Training</i></p> <p>CTC Training Rotations <i>JRTC, NTC, JMRC, MCTP</i></p> <p>Functional Training <i>MCDMG Crs, IOQC Crs, KMQC Crs, PCC</i></p> <p>AMCAP MOE 1-2: Army leaders demonstrate proficiency in the practice of the <i>MC philosophy</i> during training, operations, garrison, and institutional activities.</p> <p>AMCAP MOE 2-2: Commanders and staffs demonstrate proficiency in executing <i>MC Wff tasks</i> during training and operations.</p> <p>AMCAP MOE 3-2-2: Army leaders demonstrate proficiency in organizing and employing the <i>MC system</i> during training, operations, and garrison activities.</p>	<p>AMCS SO 1-2: All Army leaders are proficient in the practice of the <i>MC philosophy</i>.</p> <p>AMCS SO 2-2: Commanders, staffs, and units effectively execute <i>MC Wff tasks</i>.</p> <p>AMCS SO 3-2: Commanders, staffs, and units are proficient in organizing and employing the <i>MC system</i>.</p>
		Experience	
AMCAP MC Standards MC Individual Critical Task List Evaluation Reports		<p>Evaluations</p> <p>Leadership</p> <p>Command Selection Boards</p> <p>Counseling, Coaching, Mentoring</p> <p>Assignment Practices</p> <p>Self Development</p>	

The Army develops leaders to exercise MC within the context of ULO. Leader development aligns training, education, and experiences to prepare leaders who exercise MC to prevail in ULO. A continuous and progressive process spans a leader's entire career. Leader development and unit training are inextricably linked and are vital to the Army. All stakeholders, especially the educational and training communities, must collectively achieve unity of effort to attain the AMCS end state.

Military and civilian leaders in all Army Commands, Army Service Component Commands, Direct Reporting Units, Army National Guard, U.S. Army Reserve, and the Army staff are stakeholders in implementing MC. The AMCS, AMCAP, and MCTEP collectively set the course for implementing MC throughout the Army. The output of MCTEP implementation is improved leader proficiency in the exercise of MC and a higher state of unit combat readiness.

PREFACE

Exercising Mission Command:



As described in the figure above, the Army is charged with developing agile and adaptive leaders capable of leading teams to accomplish assigned missions. Because the Mission Command Philosophy and Army Leadership Attributes are inextricably linked, the Army develops leaders capable of exercising Mission Command.

As with leader development, the effective exercise of Mission Command is developed from a combination of education, training, and experience. Building competence follows a systematic approach, from mastering individual competencies to applying them in increasingly complex and ambiguous situations. As Soldiers and Civilians develop, the required leader knowledge, skills, and attributes expand in depth and breadth in order to succeed at increasingly more difficult tasks, conditions and standards found at each subsequent rank or echelon.

An enduring expression for Army leadership, as reflected in the Army Leader Requirements Model (ALRM), is BE-KNOW-DO. Army leadership describes what the leader must BE—the values and attributes that shape character. Soldiers and Civilians must have a solid foundation of Army leadership and the profession of arms. Additionally, Army leadership doctrine calls for leaders to BE skilled in critical and creative thinking, communications, cultural awareness, comprehensive fitness, and resiliency. The outcome of BE through Army education, training, and experience is the creation of agile and adaptive leaders grounded in lifelong learning of the Army Profession.

The knowledge required to lead at a specific echelon is what Soldiers and Civilians need to KNOW. Effective leadership requires individual mastery of the echelon specific technical, tactical, and professional competency of functions over which the Soldier/Civilian will lead. A leader gains professional competence of Mission Command through the proper application of the Mission Command Philosophy. Individual leaders receive education, training, and experience to become skilled in the building of collaborative environments, the commitment to develop subordinates, the courage to trust, the confidence to delegate, the patience to overcome adversity, and the restraint to allow lower echelons to develop the situation. Tactical competence in Mission Command is gained through the

understanding and repeated application within the Mission Command Warfighting Function. Individual leaders receive education, training, and gain experience conducting specific leader, commander, and staff tasks associated with the MC WfF. Knowledge of planning processes such as troop leading procedures, the operations process, and the army design methodology provide Soldiers and Civilians the necessary tools to properly identify problems and integrate their solutions with unified action partners, while remaining sensitive to the operational and strategic implications of their actions. Further, a thorough understanding of the entire operations process (plan, prepare, execute and assess) gives leaders a firm foundation for what they “DO”. The outcome of KNOW through Army education, training, and experience is the expansion of agile and adaptive leaders capable of making complex decisions in uncertain operational environments.

While character and knowledge are necessary, by themselves they are not enough. Leaders cannot be effective until they apply what they know. What leaders DO - their actions, are directly related to the influence they have on others and what is done. Soldiers and Civilians have a responsibility to demonstrate professional competence in their assigned MOS/career programs. Leaders also need to demonstrate leadership competence at each echelon they are assigned leadership responsibilities. Leaders demonstrate competence by effectively exercising the Mission Command philosophy and integrating/synchronizing the leader/commander and staff tasks within the mission command warfighting function. As with knowledge, Soldiers will continue to learn and develop leadership skills and practice the exercise of Mission Command, through continuous Army education, training, and experience gained throughout a career. The outcome of DO is the application of agile and adaptive Army leaders capable of leading teams to accomplish their assigned missions.

INTRODUCTION

Mission Command Training and Education Plan (MCTEP):

The purpose of the MCTEP is to provide a holistic set of “learning” outcomes to synchronize Mission Command, Army Leadership and the Profession, and Human Dimension, training, education, and experience across the institutional, operational, and self-developmental domains in order to develop leaders capable of exercising Mission Command. The MCTEP achieves this through a horizontal and vertical nesting of education outcomes (Terminal Learning Objectives, TLOs – Knowledge, Skills, Attributes) across Army cohorts, ranks, and echelons with increasing levels of complexity within the four Army Learning Areas (ALAs) and fourteen General Learning Outcomes (GLOs). The education outcomes are then linked to the associated training task (Training and Evaluation Outlines, T&EOs – Task, Condition, Standard). The MCTEP serves as a roadmap to develop cross cohort common core curriculum, and training products within the Institutional and Operational Army to train Soldiers to be agile and adaptive leaders capable of leading teams to accomplish assigned missions (BE-KNOW-DO).

MCTEP Influence on Institutional, Operational, and Self-Development Domains:

The Mission Command Training and Education Plans provides a roadmap of progressive learning requirements throughout a Soldiers/Civilians career that are nested within the institutional, operational, and self-development domains thru an integrated crosswalk of operational level training tasks (T&EOs) linked to educational taxonomy (TLOs) within the ALA construct. The MCTEP provides training and education outcomes at specific cohort, ranks, and echelons to facilitate shared understanding of expectations on what Soldiers/civilians should “know” or be able to “do” when they transit between the institutional, operational, and self-developmental domains.

U.S. Army Mission Command Training and Education Plan

Table of Contents

	Page
Executive Summary	iii
Preface.....	v
Introduction	vi
Purpose.....	1
Background	1
Foundational MC Terms	2
Relationship to Other Army Strategies	2
Learning Domains.....	3
Developing Leaders to Exercise Mission Command	2
Leader Development and Unit Readiness	2
Army Learning Areas.....	3
Education	6
Training.....	7
Experience.....	9
Roles and Responsibilities	9
Total Army.....	9
Operational (Operating) Force	9
Institutional (Generating) Force	10
Summary and Conclusions	10
 Appendix A Army Learning Area Desired Knowledge Levels by Cohort	 A-1
Appendix B Integrating Training and Education for Officers.....	B-1
Appendix C Integrating Training and Education for Warrant Officers.....	C-1
Appendix D Integrating Training and Education for Noncommissioned Officers.....	D-1
Appendix E Integrating Training and Education for Army Civilians	E-1
 Glossary	 Glossary-1

U.S. Army Mission Command Training and Education Plan

PURPOSE

The U.S. Army Mission Command Training and Education Plan (MCTEP) integrates and synchronizes mission command (MC) training, education, and experiences within and between all Army cohorts and levels.

AMCS Strategic End state

Army-wide understanding and effective practice of the MC philosophy executed through the MC warfighting function leading to successful unified land operations (ULO) in support of the joint force.

The MCTEP is the implementation instrument by which the Army achieves the AMCS strategic objectives and endstate. It integrates and synchronizes MC training, education, and experiences by integrating and synchronizing operational/operating and institutional/generating forces' roles and responsibilities to achieve Army-wide understanding and effective practice of the MC philosophy executed through the MC warfighting function (WfF). The output of MCTEP implementation is improved leader proficiency in the exercise of MC and a higher state of unit combat readiness.

BACKGROUND

The AMCS (12 June 2013) seeks to achieve unity of effort to effectively integrate and synchronize operational/operating and institutional/generating forces roles and responsibilities to implement mission command across DOTMLPF domains. The AMCAP (19 June 2015) establishes measures of effectiveness (MOE) with standards, identifies assessment indicators, and assigns roles and responsibilities to assess the Army's progress in achieving the AMCS strategic ends and objectives. Each measure of effectiveness has standards that measure specific aspects of the MC philosophy, MC WfF tasks, and MC system.

FOUNDATIONAL MC TERMS

- *Mission command (philosophy)* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower leaders to be agile and adaptive in the conduct of ULO. (ADP 6-0)
- The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions. (ADP 6-0)
- The *exercise of mission command* encompasses how Army commanders apply the foundational MC philosophy with the MC WfF. Together, the mission command philosophy and WfF guide, integrate, and synchronize Army forces throughout the conduct of ULO. (ADP 6-0)
- A *mission command system* is the arrangement of personnel, networks, information systems, processes, procedures, facilities, and equipment that enable commanders to conduct operations. (ADP 6-0)
- The *operating force* consists of units organized, trained, and equipped to deploy and fight. (ADP 1)
- The *generating or institutional force* mans, equips, trains, deploys, and ensures the readiness of all Army forces and consists of Army organizations not assigned to a combatant commander whose primary mission is to generate and sustain the operating forces of the Army. (ADP 1)

RELATIONSHIP TO OTHER ARMY STRATEGIES

The MCTEP has very important relationships with the Army Training Strategy, Army Leader Development Strategy, and Army Human Dimension Strategy. The Army Training Strategy provides vision and guidance on ends, ways, and means for training Soldiers, leaders, Army Civilians, and units to sustain readiness to conduct ULO. The Army Leader Development Strategy provides vision and guidance on ends, ways, and means for developing leaders of all cohorts that exercise MC during ULO. The Army Human Dimension Strategy provides a vision for optimizing human

performance and forging effective teams within the Army Profession providing a culture of trust that is enabled by the MC philosophy.

LEARNING DOMAINS

The three developmental learning domains — *Institutional, Operational, and Self-development* — shape the critical learning experiences throughout an Army career. The institutional domain is where individuals establish, refine, and improve cognitive, attitudinal, and psychomotor skills required by the Army Profession. The operational domain is where soldiers and leaders bring individual skills together to achieve collective capabilities to meet unit readiness requirements. The self-development domain is where Soldiers and Civilians identify knowledge gaps and take personal ownership in filling these educational gaps with training and skills. These three interdependent learning domains affect the Army Profession lifelong learning continuum and support two critical outcomes: leaders who know, understand, and practice MC and a trained, ready and professional Army.

Institutional learning domain (I). This domain is the Army's institutional training and education system. It incorporates training base centers and schools that provide initial training and subsequent education for Soldiers and Army Civilians. It includes the centers of excellence, schools, and functional training courses. The institutional domain's content and output are guided by operational demands. Initial Military Training, Professional Military Education (PME), Civilian Education System (CES), and functional training directly contribute to developing leaders who exercise MC and build unit training readiness. Soldiers or Army Civilians entering the service or returning from operational assignments provide valuable input into the institutional domain. Generally, cohort members return to the institution after achieving proficiency on MC individual and collective tasks appropriate to their current or previous grade and echelon of assignment. The output from institutional training and education is individuals who have achieved the base-line knowledge of the individual/collective MC skills and tasks at the echelon appropriate to their new grade.

Operational learning domain (O). This domain is the Army's operational training and education system. It includes home station training (HST), training at combat training centers (CTC), joint exercises and operational deployments. It includes assignments to organizations in the operating or generating force. Soldiers joining units after receiving institutional training and education are inputs into the operational domain. Generally, cohort members arrive in the operational domain after completing PME and/or functional training that address MC individual and collective tasks for their next appropriate grade and echelon of assignment. The output from the operational training and experiences is individuals who have mastered the individual and collective MC skills at echelon and are prepared to learn MC tasks and skills at the next echelon.

Self-development learning domain (S). This domain is the Army's institutional educational system. It consists of planned, goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, situational awareness, and professional knowledge and understanding. It complements institutional and operational learning, enhances professional competence, and meets personal objectives. Soldiers and Army Civilians use this domain to fill any skills and knowledge gaps. Structured, guided, and individualized self-development programs supplement training, education, and experiences gained in both schools and unit assignments. Performance counseling and assessments are key contributions for cohort members to identify needs in the self-development domain. Self-development can also include individual study, research, professional reading, self-assessment, web-based training courses, interactive media, and simulations. The results of self-development are leaders who effectively fill gaps in their proficiency on MC tasks and skills, appropriate to their current or next grade and echelon of assignment.

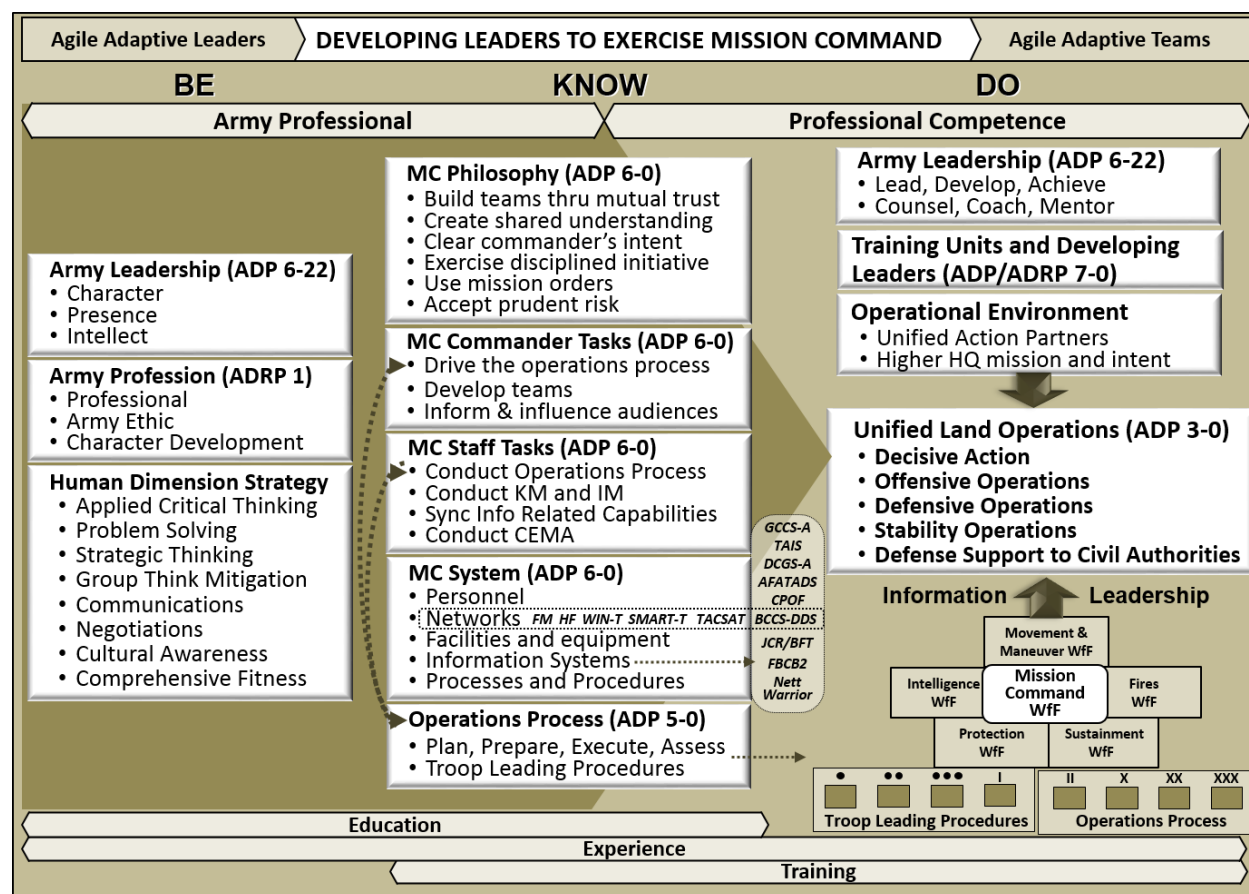
DEVELOPING LEADERS TO EXERCISE MISSION COMMAND

LEADER DEVELOPMENT AND UNIT READINESS

Leader development is the process that aligns training, education, and experiences to prepare leaders who exercise MC to prevail in ULO. It is a continuous and progressive process, spanning a leader's entire career. Army Readiness is based on four pillars of manning, training, equipping, and leader development. Readiness is benchmarked against the Total Army Force ability to defeat, deny, or deter hybrid, near-peer threats and meet operational demand requirements. Leader development and unit training are inextricably linked and are the Army's life-blood. Effective leaders understand change is inevitable in any operational environment. The time to adjust to change can be short. Leaders focus training on those tasks most essential to mission accomplishment. They also understand Soldiers and leaders must be ready to perform tasks successfully for which they have not trained. By mastering the few key tasks

under varying, challenging, and complex conditions, Soldiers and their leaders become confident they can adapt to any new mission. Army leaders learn to apply the foundational MC philosophy with the MC WfF to guide, integrate, and synchronize Army forces throughout the conduct of ULO. A fundamental output of leader development activities is achievement of the AMCS strategic end state.

The Army's expectations of its leaders are expressed in the leadership requirements model. The Army desires its leaders to consistently display the attributes of *character*, *presence*, and *intellect*. Army leaders must know how to practice the MC philosophy executed through the MC WfF to integrate and synchronize all WfFs during ULO in permissive and degraded, contested, austere, and non-contiguous situations. The desired leader competencies to *lead*, *develop*, and *achieve* represent what the Army wants leaders to do. Army leaders must demonstrate professional competence by exercising MC to prosecute ULO either in training or actual operations.



The Army Profession is a unique vocation of experts certified in the ethical design, generation, support, and application of landpower. The exercise of MC is based on Army leaders building teams through mutual trust bound together in common purpose. Character development, a key component of leader development, ensures all Soldiers and Army Civilians are grounded in the Army Ethic that guide the ethical application of landpower within the construct of ULO. Applied critical thinking, problem solving, strategic thinking, group think mitigation, communications, negotiations, cultural awareness, and comprehensive fitness enable the exercise of MC.

The MCTEP is consistent with the Sustainable Readiness Model. Leaders depart PME, enter their units, and train to proficiency on all their mission command collective task and report against their mission essential task list (METL). They then deploy or sustain METL proficiency. HST, CTC rotations, and deployments afford leaders experience in exercising MC and enable units to achieve and sustain METL proficiency.

ARMY LEARNING AREAS

Army Learning Areas (ALA) are the baseline focal points Soldiers and Army Civilians must possess to prevail in the ambiguous environments that challenge the Army today. Army University is responsible for synchronization and

integration of the four ALAs and associated general learning outcomes (GLO) for use in common core curricula across cohorts:

- Army Profession and Leadership.
- Mission Command.
- Human Dimension.
- Professional Competence.

The Army Learning Area taxonomy provides a framework to assist in grouping the General Learning Outcomes. The four Army Learning Areas serve as the framework to catalogue the 14 General Learning Outcomes. The Army Learning Areas validated by the Learning Continuum Sub-Committee anchored long standing principles and emerging concepts. The learning areas foster the tenets of leader development and the vocation of the profession, emphasize human dimension, and stress empowering subordinates through well-structured intent in Mission Command. The ALAs incorporate employment of crucial skill sets to be successful in Unified Land Operations through professional competence. These broad categories form the foundation that provides directional orientation in the development of General Learning Outcomes.

Leaders progress through cycles of education, training, and experiences during their careers to meet the needs of each new rank, position, and echelon. The breadth and complexity of required leader knowledge, skills, and attributes increase as leaders rise in rank/echelon. The application of outcome-based standards integrated and synchronized across training, education, and experiences is the basis for optimizing human performance through MC. The MC Individual Critical Task List (MC ICTL), an output of a Critical Task and Site Selection Board (CTSSB), establishes the foundation for training and education on the MC ALA. Bloom's taxonomy is a hierarchical model used to classify learning into levels of complexity and mastery — *knowledge* is the lowest level and *evaluation* is the highest. Definitions of Blooms Taxonomy Learning Levels are shown in the chart below. Desired ALA knowledge levels for all cohorts and levels, in Bloom's taxonomy terms, is outlined in Appendix A.

Bloom's Taxonomy

Knowledge (K): Exhibit memory of learned materials by recalling facts, terms, and basic concepts.

Comprehension (C): Demonstrate understanding of facts and ideas by organizing, comparing, translating, interpreting, giving descriptions, and stating the main ideas.

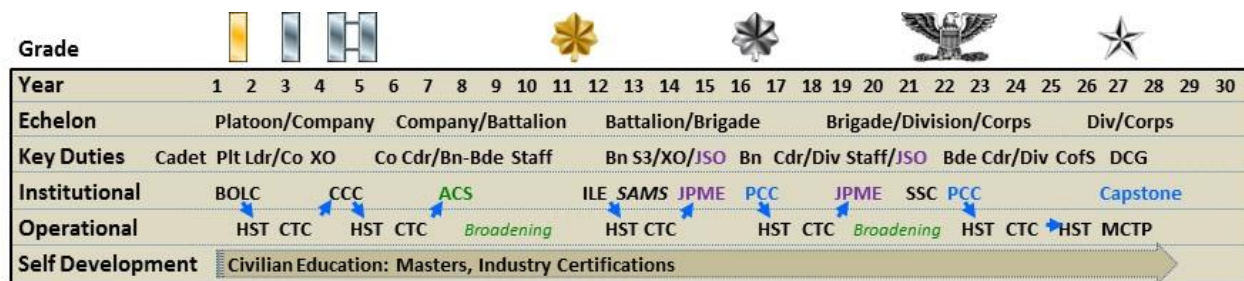
Application (Ap): Using new knowledge, solve problems in new situations by applying acquired knowledge, facts, techniques, and rules in a different way.

Analysis (An): Examine and break information into parts by identifying motives or causes. Make inferences and find evidence to support generalizations.

Synthesis (S): Builds a structure or pattern from diverse elements; the act of putting parts together to form a whole. Compile information together in a different way by combining elements in a new pattern or proposing alternative solutions.

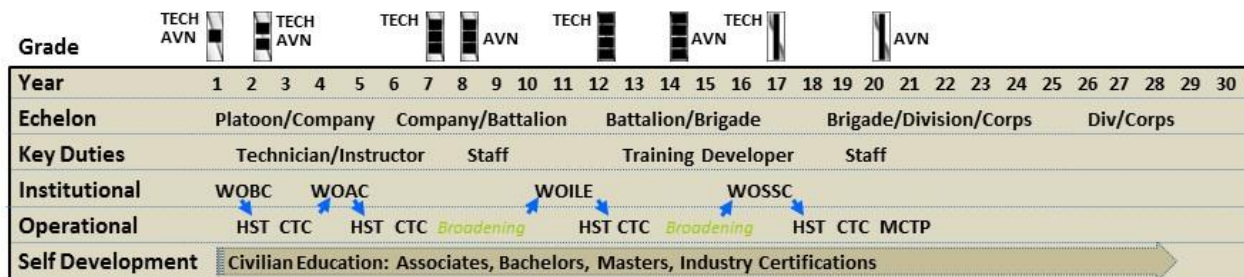
Evaluation (E): Present and defend opinions by making judgments about information, validity of ideas or quality of work based on a set of criteria.

ALA Knowledge Levels for Officers (Appendix B). A General experiential description for officers follows. Leader development for officers begins during pre-commissioning at USMA, ROTC, or OCS. Lieutenants receive education in the Basic Officer Leader Course (BOLC), gain platoon leader experience, and undergo training at HST and CTCs. New captains return to the institution for education in the Captains Career Course (CCC), gain company commander and staff officer experience, and undergo training at HST and CTCs. Captains are afforded broadening opportunities prior to promotion to major. Majors return to the institution for Intermediate Level Education (ILE), then gain battalion operations/executive officer experience, and undergo training at HST and CTCs.



Some majors attend the School of Advanced Military Studies (SAMS). Select field grade officers may attend Joint Professional Military Education 2 (JPME) and gain experience as staff officers. Lieutenant colonels serve as staff officers and are afforded broadening opportunities. Lieutenant colonels selected to command attend the Pre-Command Course (PCC), gain battalion commander experience, and undergo training at HST and CTCs. New colonels return to the institution for Senior Service College (SSC), and then gain staff officer experience. Colonels selected to command attend the PCC, gain brigade commander experience, and undergo training at HST and CTCs. At some point, field grade officers attend Joint Professional Military Education 2 (JPME) and gain experience as joint staff officers (JSO).

ALA Knowledge Levels for Warrant Officers (Appendix C). A General experiential description for warrant officers follows. Leader development for warrant officers (WO) begins with the Warrant Officer Candidate School (WOCS). WO1s receive education in the Warrant Officer Basic Course (WOBC) for technical and tactical certification in their designated specialty at platoon-company level. WO1s gain experience, and undergo training at HST and CTCs. Chief Warrant Officer 2s (CW2) return to the institution for education in the Warrant Officer Advanced Course (WOAC) to receive advanced technical training and common leader development subjects at the company-battalion level. CW2s gain technician experience, and undergo training at HST and CTCs.



CW3s receive education at the Warrant Officer Intermediate Level Education (WOILE) on influential leadership skills necessary to integrate their technical expertise at the tactical and operational levels. CW3s gain battalion/brigade-level staff experience and undergo training at HST and CTCs. Select CW3, 4, and 5s are afforded broadening opportunities in between operational assignments. CW4s return to the institution for the Warrant Officer Senior Service Education (WOSSE) to receive senior level education, knowledge, and influential leadership skills necessary to apply their technical expertise in support of leaders at the operational and strategic levels. CW4s and CW5s gain brigade through corps-level staff/training developer experience and undergo training at HST and CTCs. CW5s gain division through Army Command senior staff experience and undergo training at HST and CTCs.

ALA Knowledge Levels for Noncommissioned Officers (Appendix D). A General experiential description for NCOs follows. Leader development for NCOs begins with education in the Basic Leader Course (BLC). Sergeants gain team leader experience and undergo training at HST and CTCs. Staff sergeants return to the institution for the Advanced Leader Course (ALC), gain squad leader experience, and undergo training at HST and CTCs. Sergeants first class return to the institution for the Senior Leader Course (SLC), gain platoon sergeant and staff NCO experience, and undergo training at HST and CTCs. Some staff sergeants and sergeants first class are afforded the opportunity to attend the Battle Staff NCO Course. Master sergeants receive education at the Master Leader Course (MLC), gain first sergeant and staff experience, and undergo training at HST and CTCs. Sergeants major return to the institution for education at the Sergeants Major Academy (SMA), gain experience as staff sergeants major, and undergo training at HST and CTCs. Select sergeants majors gain executive education and experience at the Executive Leaders Course (ELC). Command sergeant major selectees attend battalion and brigade PCC prior to assuming duties.

Grade																																				
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						
Echelon	Team/Squad					Squad/Platoon			Platoon/Staff				Company			Staff			Battalion			Brigade			Division											
Key Duties	Tm Ldr					Sqd Ldr			Ops Sgt		PSG		Ops Sgt		1SG		Ops SGM			CSM		CSM		CSM												
Institutional	BLC			ALC			BS NCO			SLC			MLC			SMA			PCC			PCC														
Operational	HST CTC			HST CTC			HST CTC			HST CTC			HST CTC			HST CTC			HST CTC			HST CTC			HST CTC			HST CTC								
Self Development	Civilian Education: Associates, Bachelors, Industry Certifications																																			

ALA Knowledge Levels for Army Civilians (Appendix E). A General experiential description for Civilians follows. The civilian cohort is managed differently than the other three Army cohorts. Advancements, rather than being governed by tenure, local or central promotion boards, are governed through the hiring process involving job application, interview, and selection actions. Army Civilians can enter directly into any grade based on the determination that previous experience qualifies them. Once hired, Army Civilians begin their leader development by completing the Foundational Course.

Grade	GS 01-09								GS 10-12							GS 13-15							SES							
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Years in grade	1-3								1-3							3-5							1-2							
Echelon	Branch/Section								Division—Tactical							Directorate—Organizational							Center/Cmd/Dept—Strategic							
Key Duties	Team Member/Lead								Team Chief/Tech Expert							Supervisor/Tech Expert							Enterprise Manager							
Institutional	Foundation/Basic								Intermediate							Advanced							CGSC/SSC		SES Capstone					
Operational	Continuous; Career Program Certification / Professional Certification / Leader & Manager Certification																													
Self Development	Digital Learning Support, Developmental/Broadening Assignments, SETM/ETM																													

Civilians entering the workforce as GS01-09 gain branch-team member and team-lead level experience and continue their education by attending the Civilian Basic Course. GS10-12 receive education at the Civilian Intermediate Course and gain team chief or technical expert experience at the division-tactical level. If civilians enter at the GS10-12 levels, they must still complete the basic course prior to attending the intermediate course. GS13-15 receive education in the Civilian Advanced Course, CGSC, and/or Senior Service College and gain supervisor or technical expert experience at the directorate-organizational level. At any time, Army Civilians can apply and compete for other positions including those with advanced grade.

GENERAL LEARNING OUTCOME

General Learning Outcomes are essential outcomes resulting from training, education, and experience along a career continuum of learning. They are derived from the Army Learning Areas with specific learning outcomes, which are translatable universally across the leader development domains (operational, institutional, and self-development). There are three primary purposes for the Army General Learning Outcomes. First, they provide trainers and educators a lens into how effective they are in conveying their support material. Second, it assists in improving instructional design and/or training support packages. Finally, it places responsibility on training and education proponents to be nested with ALAs.

The 14 General Learning Outcomes are constructed in audience, action, and outcome format to conform to the professional standards accepted by Academic Accrediting bodies. This will set the conditions for Professional Military Education curricula to be written in a manner that allows for easy translation to civilian academic transcripts. It is important to note that the term *proficiency used with the GLO is intentionally generic, the specific level of competence/expertise by grade/echelon is determined by the cohort, technical and/or operational proponents*. The GLOs also include topic areas that orient the users of the outcomes in the development of learning strategies. The Learning Continuum Sub-Committee concluded the topic areas are flexible and can be modified to suit the future needs of the Army. Like lines of effort and lines of operation, General Learning Outcomes connect training/education objectives to the focal point---the Army Learning Areas.

EDUCATION

Education is a structured process to impart knowledge through teaching and learning to enable or enhance an individual's ability to perform in unknown situations. PME is a progressive education system that prepares Soldiers for increased responsibilities and successful performance at the next higher level by developing the key knowledge, skills, and attributes they require to operate successfully at that level in any environment. CES is a progressive and sequential education that prepares Army Civilians for increased responsibilities and successful performance at the next higher level by developing the key knowledge, skills, and attributes required to operate successfully at that level.

MC education focuses on developing the knowledge, skills, and abilities that enable leaders to understand and practice the MC philosophy, execute the MC WfF tasks, and organize and employ the MC system. Developing leaders to exercise MC is a career-long process governed by GLOs for each cohort and grade level. Each level of PME/CES builds on the experience gained in previous operational assignments and prepares leaders to practice the MC philosophy or exercise MC at their next level of assignment. GLOs provide trainers and educators the general results the learner must obtain to achieve the desired knowledge levels for the ALAs.

Army Profession and Leadership ALA. The *Army Profession* is a unique vocation of experts certified in the ethical design, generation, support, and application of landpower, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people. *Leadership* is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. There are two GLOs for the Army Profession and Leadership ALA.

ALA: Army Profession and Leadership GLOs

GLO 1: Soldiers and Army Civilians proficient in leader attributes and competencies. This includes Leader Development, Counseling, Coaching, and Mentoring.

GLO 2: Soldiers and Army Civilians proficient in character, competence, and commitment as trusted Army Professionals. This includes the Army Profession, Army Ethic, Army Values, and Character Development.

Mission Command ALA. The *exercise of mission command* encompasses how Army commanders and leaders apply the foundational MC philosophy with the MC WfF. Together, the MC philosophy and MC WfF guide, integrate, and synchronize Army operations throughout the conduct of ULO. There are four GLOs for the Mission Command ALA.

ALA: Mission Command GLOs

GLO 3: Soldiers and Army Civilians demonstrate proficiency in mission command philosophy. This includes Build Teams through Mutual Trust, Create Shared Understanding, Provide Commander's Intent, Exercise Disciplined Initiative, Use Mission Orders, and Accept Prudent Risk.

GLO 4: Soldiers and Army Civilians demonstrate proficiency in mission command leader and commander tasks. This includes Lead the Operations Process, Inform and Influence Relative Audiences, Develop Teams within Units and Unified Action Partners, Art of Command/Science of Control, Pre-Combat Inspections, Lead the Unit, Organize Staff for Operations, Rapid Decision and Synchronization Process, and Troop Leading Procedures.

GLO 5: Soldiers and Army Civilians demonstrate proficiency in mission command staff tasks. This includes the Operations Process (Plan, Prepare, Execute, and Assess), Synchronize Information-related Capabilities, Knowledge/Information Management, and Cyber-Electromagnetic Activities.

GLO 6: Soldiers and Army Civilians demonstrate proficiency in the mission command system. This includes Common Operating Picture and Mission Command Information Systems.

Human Dimension ALA. The *human dimension* embodies the cognitive, physical, and social components of the Army's trusted professionals and teams. There are five GLOs for the Human Dimension ALA.

ALA: Human Dimension GLOs

GLO 7: Soldiers and Army Civilians demonstrate capacity in critical thinking. This GLO includes Applied Critical Thinking and Groupthink Mitigation, Strategic Thinking, Problem Solving, and Decision Making.

GLO 8: Soldiers and Army Civilians demonstrate proficiency in communications skills. This includes Verbal Communication, Written Communication, Active Listening, Facilitation, Negotiations, Social Media, and Digital Communications.

GLO 9: Soldiers and Army Civilians demonstrate proficiency in cultural awareness, cross-cultural competencies in the strategic environment of 2025 and beyond. This includes Strategic Communications, Public Affairs Awareness, Joint Inter-Governmental and Multi-National Relations.

GLO 10: Soldiers and Army Civilians pursue Comprehensive Fitness/Resiliency Skills and Performance Enhancement Skills.

GLO 11: Soldiers and Civilians pursue lifelong learning, self-assessment, and goal setting.

Professional Competence ALA. *Professional Competence* is the demonstrated technical and tactical proficiency in Army and joint doctrine largely revolving around the concept of ULO codified in ADP 3-0. There are three GLOs for the Professional Competence ALA.

ALA: Professional Competence GLOs

GLO 12: Soldiers and Army Civilians demonstrate proficiency in Army and joint doctrine; includes ULO, National Security Policies, and Military Strategies and Capabilities.

GLO 13: Soldiers and Army Civilians support Army policies, programs, and processes; includes Understanding and contributing to Army Systems that manage, develop, and transform the Army.

GLO 14: Soldiers and Army Civilians are technically and tactically competent; includes Branch and Career Management Field proficiency, Career Programs, Series Technical Certifications, and Warfighting Skills.

TRAINING

Training is an organized, structured process based on sound principles of learning designed to increase capabilities to perform specific military functions and associated individual and collective tasks. Training in units builds on what leaders of all cohorts learned at each PME level. The AMCS describes five ways that training is accomplished: *HST*, *exercises*, *CTC Program*, *functional training*, and *sustainment training*. The fundamental Army training scheme is for unit commanders to gain the most individual and collective proficiency possible during HST in order to optimize learning opportunities afforded by CTC training rotations. Sustainment training is a subset of HST and is conducted to ensure continued expertise on fielded equipment. The Institutional Army provides functional training and qualifies Soldiers for positions that require specific functional skills and knowledge.

Training and Evaluation Outlines (T&EOs). T&EOs are the basic building block for training and assessing Army tasks. They are available in the [Central Army Registry \(CAR\)](#) and the [Digital Training Management System \(DTMS\)](#). All Army units are designed to accomplish specified doctrinal collective tasks, the most important of which are listed on unit METLs. METL and supporting collective tasks are codified as T&EOs and are the basis of unit training and readiness reporting. MC is inherent in all METL tasks (i.e. attack or defend) and the collective task to “Conduct the MC Operations Process” (i.e. [71-7-5100](#)) is listed as a supporting collective task on DA-directed METLs. Corresponding MC individual critical tasks that facilitate individual training and education comprise the MC Individual Critical Task List (MC ICTL).

Combined Arms Training Strategies (CATS). CATS are task-based Event driven training strategies that support the Army Sustainable Readiness Model (SRM) and the Training Events Matrix (TEM) which provide a holistic METL-based strategy for Commanders to achieve Training Readiness. Unit CATS functionality is utilized in the Digital Training Management System (DTMS) and a flat file can be found on the [Army Training Network \(ATN\)](#). CATS training events propose a sequential training path that enables commanders to select the appropriate level of event difficulty to match the unit’s level of proficiency. Unit CATS enable commanders to develop unit training plans based on their METL and readiness requirements. MC is integral within Unit CATS because METL tasks (such as

attack or defend) are the context within which MC is exercised. Unit CATS also assist HQDA in determining training resource requirement input to the program objective memorandum (POM) process.

MC Home Station Training. HST is where the majority of Army training occurs. It is where individual skills are honed and medium fidelity collective unit readiness is developed. HST serves to prepare a unit to execute a high fidelity CTC rotation and to sustain the requisite level of proficiency needed to execute operational missions. CATS, along with the task event matrices (TEM) enable commander's to plan HST. MC HST is largely accomplished through a combination of exercises and sustainment training. Commanders need to prioritize and allot sufficient time to enforce MC training and subsequent integration into collective training at echelon. Strong HST is key to success in the exercise of MC at CTC training. Commanders seeking holistic unit readiness to execute METL tasks normally employ a combination of training events and daily execution of battle rhythms. Mission Training Complexes (MTCs) are key training resources that use live, virtual, constructive, and other training products and services to facilitate MC HST.

MC Training at CTCs. The CTC Program is the Army's premier MC training program and provides a crucible experience for MC leader development. CTC rotations are high fidelity, METL-focused exercises for battalions and larger units. The CTC Program is comprised of training rotations at the National Training Center (NTC), Joint Readiness Training Center (JRTC), Joint Multinational Readiness Center (JMRC), and Mission Command Training Program (MCTP). Training rotations at NTC, JRTC, and the JMRC are collectively known as the Maneuver CTCs and provide force-on-force field training exercises (FTX) for brigade combat teams (BCTs) and below. MCTP Warfighter Exercises are command post exercises (CPX) that serve as major MC training events for divisions, corps, and functional/support units.

MC Functional Training. MC functional training qualifies Soldiers for assignment to duty positions that require specific MC functional skills and knowledge in MC areas that are the responsibility of the commander. MC functional training includes the Mission Command Digital Master Gunner Course, Army Knowledge Management Functional Area 57 Qualification Course, and the Functional Area 30 Information Operations Qualification Course.

- The *Mission Command Digital Master Gunner (MCDMG) course* produces graduates who can configure, operate, maintain, and coordinate the connectivity of MC information systems to generate a common operational picture (COP). Unit MC digital master gunners serve as the commander's digital trainer to facilitate developing, executing, evaluating and certifying digital crews on the full suite of MC information systems.
- The *Army Knowledge Management Qualification Course (KMQC)* produces graduates who can plan, integrate, and conduct knowledge management (KM), a MC staff task. Unit KM officers ensure commanders have the right knowledge from various processes, from the right systems, at the right time, to make the right decisions. They connect those who know with those who need to know by focusing on people, process, tools, and organization.
- The *Functional Area 30 Information Operations Qualification Course (IOQC)* is PME that produces credentialed Information Operations (IO) officers in Functional Area 30 (FA30). Unit IO Officers enable commanders to synchronize information related capabilities (IRC) and conduct information management (IM).

EXPERIENCE

All Army leaders benefit from a variety of experiences that build and sharpen their understanding of MC. The totality of a career — including PME/CES and assignments to operational/operating and institutional/generating organizations — provides Army leaders the opportunity to mature in the exercise of MC. Duty performance in command and staff positions affords leaders experience in exercising MC. Assignment policies and practices balance unit readiness with PME and other assignment considerations to afford the requisite leader experiences. The focal point of integrating and synchronizing MC education, training, and experiences is unit readiness where leaders are assigned to practice the MC philosophy and lead their units towards proficiency on conducting the MC operations process. The desired outcomes of leader development are leaders who practice the MC philosophy and are able to exercise MC at each successive echelon. Counselling, coaching, mentoring, and evaluations serve to optimize experiential value of developing leaders to exercise MC.

ROLES AND RESPONSIBILITIES

A recapitulation of Army Mission Command Strategy tasks pertinent to for MC training, education, and experience is listed below. *Applicable AMCS Task numbers and AMCAP MC standards are listed for reference.*

TOTAL ARMY (ARMY COMMANDS, ASCCs, DIRECT REPORTING UNITS, AND ARMY STAFF)

1. Implement unit training and leader development plans that increase understanding of the MC philosophy. *(AMCS Task 1-1-4; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)*
2. Implement unit training and leader development plans that enable leaders to practice the MC philosophy. *(AMCS Task 1-2.1; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)*
3. Develop leader competence in MC philosophy principles with counseling, coaching, mentoring, and formal evaluations. *(AMCS Task 1-2.2; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)*
4. Provide counseling, coaching, mentoring, and evaluation methodologies for commanders, staffs, and leaders who practice the MC philosophy. *(AMCS Task 1-2.7; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)*
5. Become proficient and require subordinates to become proficient in the practice of the MC philosophy. *(AMCS Task 1-2.8; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)*
6. Implement unit training and leader development plans that enable commanders, staffs, and leaders to practice the integration and employment of the MC philosophy, MC WfF tasks, and MC system. *(AMCS Task 2-2.1; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)*
7. Develop commander, staff, and unit competence in the execution and integration of the MC WfF tasks with counseling, coaching, mentoring, and formal evaluations. *(AMCS Task 2-2.2; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)*
8. Develop commander, staff, unit, and leader competence in operation, integration, and employment of the MC system through counseling, coaching, mentoring, and formal evaluations. *(AMCS Task 3-2-3; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)*

THE OPERATIONAL (OPERATING) FORCE (FORSCOM AND ASCCs)

1. Use the CTC program (NTC, JRTC, JMRC) to provide tailored training support for the practice of the MC philosophy to meet unit training objectives. *(AMCS Task 1-2.4; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)*
2. Use the CTC program (NTC, JRTC, JMRC) to provide tailored training support on the integration and employment of the MC philosophy, MC WfF tasks, and MC system to meet unit training objectives. *(AMCS Task 2-2.3; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)*
3. Implement unit training and leader development plans to increase understanding of the MC WfF tasks. *(AMCS Task 2-1.5; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)*
4. Become proficient and require subordinates to become proficient in the integration and employment of the MC philosophy, MC WfF tasks, and MC system. *(AMCS Task 2-2.6; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)*
5. Implement unit training and leader development plans that enable commanders, staffs, and leaders to practice the operations, integration, and employment of all aspects of the MC system. *(AMCS Task 3-2.2; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)*
6. Train commanders, staffs, units, and leaders to be proficient in the operation, integration, and employment in all aspects of the MC system. *(AMCS Task 3-2.1; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)*
7. Develop and exercise unit Standing Operating Procedures for command post and MC WfF procedures and processes. *(AMCS Task 3-2.4; AMCAP MC Standard 3-2-1/2.1)*
8. Use the CTC program (NTC, JRTC, JMRC) to provide tailored training support on the operation, integration, and employment of all aspects of the MC system. *(AMCS Task 3-2.8; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)*

THE INSTITUTIONAL (GENERATING) FORCE (TRADOC)

1. Educate commanders, staffs, and leaders on the MC philosophy across all cohort PME. *(AMCS Task 1-1.2; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)*

2. Design and execute PME exercises and other institutional training domain ways for leaders to practice the MC philosophy. *(AMCS Task 1-2.5; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)*
3. Develop assessment tools that accurately measure and evaluate Army leaders' understanding and practice of the MC philosophy. *(AMCS Task 1-2.6; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)*
4. Educate commanders, staffs, and leaders on the execution and integration of the MC WfF tasks across all appropriate cohort PME. *(AMCS Task 2-1.2; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)*
5. Design and execute PME exercises for commanders, staffs, and leaders to practice the integration and execution of MC WfF tasks and employment of the MC system. *(AMCS Task 2-2.4; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)*
6. Development assessment tools that accurately measure and evaluate Army leaders' MC WfF understanding and practice. *(AMCS Task 2-2.5; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)*
7. Educate commanders, staffs, and leaders on the operation, integration, and employment of all aspects of the MC system. *(AMCS Task 3-2.5; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)*
8. Design and execute PME exercises for commanders, staffs, and leaders to practice the operation, integration, and employment in all aspects of the MC system. *(AMCS Task 3-2.9; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)*
9. Conduct MC functional training. *(AMCS Task 3-2.10; AMCAP MC Standard 3-2-1/2.4)*
10. Development assessment tools that accurately measure commander, staff, and unit proficiency in organizing and employing the MC system. *(AMCS Task 3-2-12; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)*

SUMMARY AND CONCLUSIONS

To win in a complex world the army depends upon itself to develop adaptable leaders able to achieve mission accomplishment in dynamic, unstable, and complex environments driving both art and science, as a priority in training and execution of leaders and teams. The Army needs a common understanding of MC across the operational/operating and institutional/generating forces to provide unity of effort in implementing MC. The Army develops leaders to exercise mission command within the context of ULO. Leader development is the process that aligns training, education, and experiences to prepare leaders who exercise MC to prevail in ULO. It is a continuous and progressive process, spanning a leader's entire career. Leader development and unit training are inextricably linked and are vital to the Army.

People, rather than technology, systems, or processes, remain the center of MC. The application of the outcome-based standards defined in the AMCAP, integrated and synchronized across training, education, and experiences is the basis of optimizing human performance through MC. Utilizing the MCTEP implementation will improve combat readiness in operational units and improve leader proficiency in the exercise of MC. The AMCS, AMCAP, and MCTEP collectively set the course for implementing MC throughout the Army.

Appendix A
Army Learning Area (ALA) Desired Knowledge Levels by Cohort
Contents

Mission Command ALA Desired Knowledge	A-2/3
Professional Competence ALA Desired Knowledge Levels.....	A-4/5
Army Leadership and Profession ALA Desired Knowledge Levels.....	A-4/5
Human Dimension ALA Desired Knowledge Levels.....	A-4/5

Army Learning Area (ALA) Desired Knowledge Levels by Cohort

Mission Command - ICTL				OFFICER										NCO																																	
				Cadet		LTs		CPTs		MAJ		LTC/COL		CPL/SGT		SSG		SFC		MSG		SGM																									
				Pre-C		BOLC		CCC		CGSC		AWC		BLC		ALC		SLC		MLC		SMA																									
				Sqd-Plt		Plt-Co		Co-Bn		Bn-Div		Bde->		Tm-Sqd		Sqd-Plt		Plt-Co		Co-Bn		Bn->																									
				S	I	O	S	I	O	S	I	O	S	I	O	S	I	O	S	I	O	S	I	O																							
GLOs		Associated Training Tasks						TLO Knowledge Level										TLO Knowledge Level																													
MC Philosophy	1	150-LDR-5001	Build teams thru mutual trust						K	Ap	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E	K	K	Ap	C	C	Ap	C	An	Ap	An	S	Ap	An	E	Ap										
	2	150-LDR-5007	Create Shared Understanding						K	Ap	C	C	Ap	C	An	Ap	C	An	S	C	E	E	K	K	Ap	C	C	Ap	C	An	Ap	An	S	An	E	Ap											
	3	150-LDR-5004	Provide the Commander's Intent						K	C	C	C	C	C	An	Ap	C	S	Ap	C	E	E	K	K	C	C	C	Ap	C	An	Ap	An	S	Ap	An	E	Ap										
	4	150-LDR-5006	Exercise Disciplined Initiative						K	Ap	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E	K	K	Ap	C	C	Ap	C	An	Ap	An	S	Ap	An	E	Ap										
	5	150-LDR-5003	Use Mission Order Technique						K	C	C	C	Ap	C	An	Ap	C	An	S	C	E	E	K	K	Ap	C	C	Ap	C	An	Ap	An	S	An	E	Ap											
	6	150-LDR-5002	Accept Prudent Risk						K	C	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E	K	K	Ap	C	C	Ap	C	An	Ap	An	S	Ap	S	E	Ap										
MC Cdr/Ldr Tasks	1	150-LDR-5100	Lead the MC Operations Process								K	C	Ap	C	An	Ap	C	S	E	C	E	E				C	C	Ap	C	An	Ap	C	S	S	C	S	S										
	2	150-LDR-5005	Inform & Influence Relevant Audiences								K	C	Ap	C	An	Ap	C	S	E	C	E	E				C	C	Ap	C	An	Ap	C	S	S	C	S	S										
	3	150-LDR-5001	Develop Teams within Unit and UAP								K	C	Ap	C	An	Ap	C	S	E	C	E	E				C	C	Ap	C	An	Ap	C	S	Ap	C	S	Ap										
	4	150-LDR-5022	Conduct Pre-Combat Inspections								K	C	Ap	C	An	Ap	C	S	E	C	E	E	K	K	Ap	C	C	Ap	C	An	Ap	K	C	Ap	C	An	Ap										
	5	150-LDR-5013	Organize the Staff for Operations														C	S	E	C	E	E				C	C	Ap	C	S	Ap	C	An	C	An	Ap											
	6	150-LDR-5014	Direct Rapid Decision & Sync Process														C	An	E	C	E	E				C	C	Ap	C	Ap	Ap	Ap	S	Ap	An	S	S										
	7	* 150-LDR-5012	Conduct Troop Leading Procedures*						C	Ap	C	An	Ap	C	S	E								C	C	Ap	C	An	Ap	C	S	Ap	An	S	Ap	An	S	S									
MC Staff Tasks	1	* 71-BDE-5100*	Conduct the MC Opns Process (Bgde, Div, Corp)*								K	C	C	C	An	Ap	C	An	S	C	E	E				K	C	Ap	C	C	Ap	C	An	S	C	S	E										
	Plan	1.1	150-MC-8018	Participate in Army Design Methodology												C	C	C	C	S	Ap	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E								
	1.2	150-MC-5111	Participate in MDMP								K	C	Ap	C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E										
	1.3	150-MC-5144	Develop a Running Estimate													C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E								
	1.4	150-MC-2210	Provide Input for IPB													K	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E								
	1.5	150-MC-0000	Organize staff as CoS, XO, DCO														C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E							
	1.6	150-MC-2300	Perform Information Collection													K	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E								
	1.7	150-MC-5110	Participate in Receipt of a Mission														C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E							
	1.8	150-MC-5112	Participate in Mission Analysis															C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E						
	1.9	150-MC-5113	Recommend the CCIR																C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E					
	1.10	150-MC-5114	Participate in COA Development																C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E					
	1.11	150-MC-5115	Participate in COA Analysis																	C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E				
	1.12	150-MC-5116	Participate in COA Comparison																	C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E				
	1.13	150-MC-5009	Conduct a COA Decision Brief																	C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E				
	1.14	150-MC-5117	Prepare a Warning Order																	C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E				
	1.15	150-MC-5121	Participate in COA Approval																		C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E			
	1.16	150-MC-5119	Prepare an Operations Order																	K	C	Ap	C	An	Ap	C	S	Ap	C	S	E	K	K	C	K	C	Ap	C	An	Ap	C	An	Ap	C	An	Ap	
	1.17	150-MC-5145	Conduct Risk Management																	K	C	Ap	C	An	Ap	C	S	E	C	E	E	K	K	C	C	C	Ap	C	An	Ap	C	S	An	C	An	E	
	1.18	150-MC-5122	Perform a Rehearsal																	K	C	Ap	C	An	Ap	C	S	E	C	E	E	K	K	C	C	C	Ap	C	An	An	C	S	E	C	S	E	
	1.19	150-MC-5125	Prepare a Fragmentary Order																	K	C	Ap	C	An	Ap	C	S	Ap	C	S	E	K	K	C	C	C	Ap	C	An	Ap	C	An	Ap	C	An	Ap	
	1.20	150-MC-5131	Assist Cdr in Executing Tactical Opns																	K	Ap		C	Ap	S	E								C	C	Ap	C	An	Ap	C	S	E					
	1.21	150-MC-5200	Assist Command Post Operations																		K	Ap		C	Ap	S	E								C	C	Ap	C	An	Ap	C	S	E				
	1.22	150-MC-5201	Displace the Command Posts																		K	Ap		C	Ap	S	E								C	C	Ap	C	An	Ap	C	S	E				
	1.23	150-MC-6111	Employ Operations Security																	K	C	C	C	S	E	C	E	E	K	C	Ap	K	Ap	Ap	C	An	An	Ap	An	Ap	C	S	E				
	1.24	150-MC-5127	Conduct Military Deception Opns																		K	C	C	C	S	Ap	C	E	E								C	C	S	An	Ap	C	S	Ap			
	1.25	150-MC-5715	Control Tactical Airspace																		K	C	C	C	S	Ap	C	E	E								K	C	C	S	An	Ap	C	S	Ap		
	1.26	150-MC-5400	Develop Civil Affairs Annex																		K	C	C	C	S	Ap	C	E	E									C	C	S	An	Ap	C	S	Ap		
	1.27	150-MC-5130	Assess the Current Situation																		K	C	Ap	C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	K	K	C	C	C	C	An	Ap
	1.28	150-MC-5124	Refine the Plan																		K	C	Ap	C	An	Ap	C	S	E	C	E	E				K	C	Ap	C	C	Ap	C	An	Ap	C	S	E
2	150-MC-5320	Employ Info Related Capabilities																		K	C	Ap	C	An	C	S	Ap	C	S	E				K	C	Ap	C	An	Ap	C	S	Ap	C	E	E		
3	150-MC-7654	Employ KM Processes																		K	C	Ap	C	An	C	S	Ap	C	S	E				K	C	Ap	C	An	Ap	C	S	Ap	C	E	E		
4	150-MC-5900	Coordinate CEMA																		K	C	Ap	C	An	C	S	Ap	C	S	E				K	C	Ap	C	An	Ap	C	S	Ap	C	E	E		
MC System	1	150-LDR-5252	Establish the MC System																C	Ap	C	An	Ap		An	Ap	S	E	C	C	Ap	C	An	Ap	C	An	Ap	C	S	Ap	C	E	Ap				
	2	150-MC-5315	Establish Common Op Picture (COP)																	C	C		An	Ap		S	Ap	S	E					K	K	K	C	S	Ap	C	E	Ap					
	3	150-MC-5250	Employ MC Information System																	K	K		C	Ap	C	An	Ap		An	Ap	S	E	C	C	Ap	C	An	Ap	C	S	Ap	C	E	Ap			
	4	150-MC-5251	Integrate the MC Information System																				Ap	An	Ap	S	E						K	An	Ap	C	S	Ap	C	E	Ap						
	5	150-MC-5010	Conduct Information Protection																		K	C	C	C	S	Ap	C	E	E							C	C	C	An	Ap	C	S	Ap				
	6	150-MC-5003	Operate the MC Network																		K	C	C	C	S	E	C	E	E								C	C	C	An	Ap	C	S	Ap			
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation																							*Opns Process for Bn and up; TLP for Co and lower																								
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard																							Gray shaded areas do not apply to this cohort area																								

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

*Opns Process for Bn and up; TLP for Co and lower

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Army Learning Area (ALA) Desired Knowledge Levels by Cohort

[illegible]

Army Learning Area (ALA) Desired Knowledge Levels by Cohort

			OFFICER										NCO																				
			Cadet		LTs		CPTs		MAJ		LTC/COL		CPL/SGT		SSG		SFC		MSG		SGM												
			Pre-C.		BOLC		CCC		CGSC		AWC		BLC		ALC		SLC		MLC		SMA												
			Sqd-Plt		Plt-Co		Co-Bn		Bn-Div		Bde->		Tm-Sqd		Sqd-Plt		Plt-Co		Co-Bn		Bn->												
			S	I	O	S	I	O	S	I	O	S	I	O	S	I	O	S	I	O	S	I	O										
Professional Competence																																	
GLOs			Associated Training Tasks										TLO Knowledge Level																				
ADP/ADRP 3-0 Combined Arms during Unified Land Opns	1	150-LDR-5034	Describe Decisive Action										K	K	K	C	Ap	C	An	Ap	C	S	Ap	C	E	E							
	1.1	71-DIV-7300	^a Conduct Force Projection (Div)																						C	S	S						
	1.2	71-CORP-7300	^a Conduct Force Projection (Corps)																							C	S	S					
	1.3	71-CORP-7000	^a Conduct Campaign/Land Cbt Opns (Corps)																							C	S	S					
	1.4	71-CORP-1270	^a Conduct Shaping Operations (Corps)																							C	S	S					
	1.5	71-DIV-6500	^a Conduct Area Security (Div)										Sqd-Plt												C	S	S						
	1.6	71-TA-5100	^a Conduct MC for Theater (TA)																							C	S	S					
	1.7	71-TA-1130	^a Conduct RSOI (TA)																							C	S	S					
	1.8	71-TA-5450	^a Coordinate Support for Theater (TA)																							C	S	S					
	1.9	71-TA-2500	^a Establish Intel Interoperability (TA)																							C	S	S					
	2	150-LDR-5030	Describe Offensive Operations										K	K	K	C	Ap	C	An	Ap	C	S	Ap	C	E	E							
	2.1	71-DIV-7120	^a Conduct Attack (Div)										Sqd-Plt												C	S	S						
	2.2	71-CORP-7120	^a Conduct Attack (Corps)																							C	S	S					
	2.3	71-DIV-1340	^a Conduct Forcible Entry (Div)																							C	S	S					
	2.4	71-CORP-1340	^a Conduct Forcible Entry (Corps)																							C	S	S					
	2.5	71-DIV-7110	^a Conduct Movement to Contact (Div)										Sqd-Plt													C	S	S					
	3	150-LDR-5031	Describe Defensive Operations										K	K	K	C	Ap	C	An	Ap	C	S	Ap	C	E	E							
	3.1	71-DIV-7222	^a Conduct Defense (Div)										Sqd-Plt												C	S	S						
	3.2	71-CORP-7222	^a Conduct Defense (Corps)																							C	S	S					
	4	150-LDR-5032	Describe Stability Operations										K	K	K	C	Ap	C	An	Ap	C	S	Ap	C	E	E							
	4.1	71-TA-5711	^a Conduct Theater Security Cooperation (TA)																							C	S	S					
	5	150-LDR-5033	Describe Defense Support to Civil Auth										K	K	K	C	Ap	C	An	Ap	C	S	Ap	C	E	E							
	6	150-MC-8013	Integrate Offensive Cyberspace Ops															K	C	C	C	An	Ap	C	S	Ap							
	7	150-MC-8019	Integrate Defensive Cyberspace Ops															K	C	C	C	An	Ap	C	S	Ap							
	8	150-MC-8017	Conduct DODIN Operations										K	K	Ap	C	C	Ap	C	C	Ap	C	An	Ap	C	S	Ap						
			S	I	O	S	I	O	S	I	O	S	I	O	S	I	O	S	I	O	S	I	O										
GLOs			Associated Training Tasks										TLO Knowledge Level																				
ADP/A Army Profession	1	150-MC-8006	Identify characteristics of the Army as a Profession										K	K	K	C	C	C	C	An	An	C	S	S	C	E	E						
	2	150-MC-8008	Apply the Army Ethic										K	K	Ap	C	C	Ap	C	An	An	C	S	S	C	E	E						
	3	150-MC-8009	Analyze Army Character Development										K	K	K	C	C	Ap	C	An	An	C	S	S	C	E	E						
ADP 6- Army Leadership	4	150-MC-8007	Compare Leadership with Command										K	K	K	C	C	Ap	C	An	Ap	C	S	Ap									
	5	150-MC-8014	Analyze the Army Leader Requirements Model										K	K	K	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E						
	6	150-MC-8015	Compare counseling, coaching, and mentoring										K	K	K	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E						
			S	I	O	S	I	O	S	I	O	S	I	O	S	I	O	S	I	O	S	I	O										
GLOs			Associated Training Tasks										TLO Knowledge Level																				
Human Dimension	1	150-MC-8012	Apply Critical Thinking											C	Ap	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E						
	2	150-MC-8010	Conduct Problem Solving											C	Ap	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E						
	3	150-MC-8016	Apply Strategic Thinking																						C	S	Ap	C	E	E			
	4	150-MC-8011	Apply Group Think Mitigation																						C	An	Ap	C	S	Ap	C	E	E
	5	150-MC-8002	Communicate Effectively											C	Ap	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E						
	6	150-MC-8003	Conduct Negotiations											C	Ap	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E						
	7	150-MC-8001	Identify Operational Culture											C	Ap	C	C	Ap	C	S	Ap	C	S	Ap	C	E	E						
	8	150-MC-8004	Demonstrate Comprehensive Fitness											C	Ap	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E						
	9	150-MC-8005	Conduct Self Development											C	Ap	C	C	Ap	C	An	Ap	C	S	Ap	C	E	E						
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation												^a Div / Corps / Theater Army; METL Tasks																					
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard												Gray shaded areas do not apply to this cohort area																					

Army Learning Area (ALA) Desired Knowledge Levels by Cohort

WARRANT														
WOC	WO1	CW2	CW3/4	CW4/5										
WOCs	WOBC	WOAC	WOILE	WOSSE										
Sqd-Plt	Plt-Co	Co-Bn	Bn->	Bde->										
S	I	O	S	I	O	S	I	O	S	I	O			
TLO Knowledge Level														
	K	K	K	C	Ap	C	An	Ap	C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
Sqd-Plt									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
	C	Ap	K	C	Ap	C	An	Ap	C	S	Ap	C	S	S
Sqd-Plt									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
Sqd-Plt									C	S	Ap	C	S	S
	C	Ap	K	C	Ap	C	An	Ap	C	S	Ap	C	S	S
Sqd-Plt									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
	C	Ap	K	C	Ap	C	An	Ap	C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
									C	S	Ap	C	S	S
K	K	Ap	C	C	Ap	C	C	Ap	C	S	Ap	C	S	Ap

CIVILIAN											
ALL	GS 1-9	10-12	13-15								
Found.	Basic	Interm	Adv.								
Branch	Branch	Div.	Direct.								
S	I	O	S	I	O	S	I	O	S	I	O
TLO Knowledge Level											

Page left blank intentionally

Appendix B

Integrating Training and Education for Officers

Contents

Cadets

Mission Command ALA for Cadets	B-2.
Professional Competence ALA for Cadets	B-3.
Army Profession and Leadership ALA for Cadets	B-3.
Human Dimension ALA for Cadets	B-3.

Lieutenants (LT)

Mission Command ALA for Lieutenants	B-4.
Professional Competence ALA for Lieutenants	B-5.
Army Profession ALA for Lieutenants	B-5.
Human Dimension ALA for Lieutenants	B-5.

Captains (CPT)

Mission Command ALA for Captains	B-6.
Professional Competence ALA for Captains	B-7.
Army Profession and Leadership ALA for Captains	B-7.
Human Dimension ALA for Captains	B-7.

Majors (MAJ)

Mission Command ALA for Majors	B-7.
Professional Competence ALA for Majors	B-9.
Army Profession and Leadership ALA for Majors	B-9.
Human Dimension ALA for Majors	B-9.

Lieutenant Colonels and Colonels (LTC/COL)

Mission Command ALA for Lieutenant Colonels and Colonels	B-10.
Professional Competence ALA for Lieutenant Colonels and Colonels	B-11.
Army Profession and Leadership ALA for Lieutenant Colonels and Colonels	B-11.
Human Dimension ALA for Lieutenant Colonels and Colonels	B-11.

Recap of Terminal Learning Objectives for Officers	B-12/13
---	----------------

Mission Command ALA for Cadets

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
MC Philosophy	1. Identify the six principles of the MC Philosophy; Apply at Sqd-Plt. K-Ap.	K	Ap	1	Build teams thru mutual trust	150-LDR-5001
		K	Ap	2	Create Shared Understanding	150-LDR-5007
		K	C	3	Provide the Commander's Intent	150-LDR-5004
		K	Ap	4	Exercise Disciplined Initiative	150-LDR-5006
		K	C	5	Use Mission Order Technique	150-LDR-5003
		K	C	6	Accept Prudent Risk	150-LDR-5002
MC Cdr/Ldr Tasks	2. Identify Troop Leading Procudurese (TLP); Apply at Sqd-Plt. C-Ap.			1	Lead the MC Operations Process	150-LDR-5100
				2	Inform & Influence Relevant Audiences	150-LDR-5005
				3	Develop Teams within Unit and UAP	150-LDR-5001
				4	Conduct Pre-Combat Inspections	150-LDR-5022
				5	Organize the Staff for Operations	150-LDR-5013
				6	Direct Rapid Decision & Sync Process	150-LDR-5014
		C	Ap	7	* Conduct Troop Leading Procedures	150-LDR-5012
MC Staff Tasks				1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
				1.1	Participate in Army Design Methodology	150-MC-8018
				1.2	Participate in MDMP	150-MC-5111
				1.3	Develop a Running Estimate	150-MC-5144
				1.4	Provide Input for IPB	150-MC-2210
				1.5	Organize staff as CoS, XO, DCO	150-MC-0000
				1.6	Perform Information Collection	150-MC-2300
				1.7	Participate in Receipt of a Mission	150-MC-5110
				1.8	Participate in Mission Analysis	150-MC-5112
				1.9	Recommend the CCIR	150-MC-5113
				1.10	Participate in COA Development	150-MC-5114
				1.11	Participate in COA Analysis	150-MC-5115
				1.12	Participate in COA Comparison	150-MC-5116
				1.13	Conduct a COA Decision Brief	150-MC-5009
				1.14	Prepare a Warning Order	150-MC-5117
				1.15	Participate in COA Approval	150-MC-5121
				1.16	Prepare an Operations Order	150-MC-5119
				1.17	Conduct Risk Management	150-MC-5145
				1.18	Perform a Rehearsal	150-MC-5122
				1.19	Prepare a Fragmentary Order	150-MC-5125
				1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
				1.21	Assist Command Post Operations	150-MC-5200
				1.22	Displace the Command Posts	150-MC-5201
				1.23	Employ Operations Security	150-MC-6111
				1.24	Conduct Military Deception Opns	150-MC-5127
				1.25	Control Tactical Airspace	150-MC-5715
				1.26	Develop Civil Affairs Annex	150-MC-5400
				1.27	Assess the Current Situation	150-MC-5130
				1.28	Refine the Plan	150-MC-5124
MC System	3. Identify MC System components. Recall MC Info systems. K-K			2	Employ Info Related Capabilities	150-MC-5320
				3	Employ KM Processes	150-MC-7654
				4	Coordinate CEMA	150-MC-5900
		K	K	3	Employ MC Information System	150-MC-5250
				4	Integrate the MC Information System	150-MC-5251
				5	Conduct Information Protection	150-MC-5010
				6	Operate the MC Network	150-MC-5003

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

*Opns Process for Bn and up; TLP for Co and lower

Associated training tasks at: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Cadets

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-0 Combined Arms during Unified Land Opns	1. Recall Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities). K-K.		K	K	1			Describe Decisive Action	150-LDR-5034
						1.1		^a Conduct Force Projection (Div)	71-DIV-7300
						1.2		^a Conduct Force Projection (Corps)	71-CORP-7300
						1.3		^a Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
						1.4		^a Conduct Shaping Operations (Corps)	71-CORP-1270
				Sqd-Plt		1.5		^a Conduct Area Security (Div)	71-DIV-6500
						1.6		^a Conduct MC for Theater (TA)	71-TA-5100
						1.7		^a Conduct RSOI (TA)	71-TA-1130
						1.8		^a Coordinate Support for Theater (TA)	71-TA-5450
						1.9		^a Establish Intel Interoperability (TA)	71-TA-2500
	2. Describe common and MOS tasks relevant to offensive operations; Demonstrate Sqd-Plt. K-K.		K	K	2			Describe Offensive Operations	150-LDR-5030
				Sqd-Plt		2.1		^a Conduct Attack (Div)	71-DIV-7120
						2.2		^a Conduct Attack (Corps)	71-CORP-7120
						2.3		^a Conduct Forcible Entry (Div)	71-DIV-1340
						2.4		^a Conduct Forcible Entry (Corps)	71-CORP-1340
				Sqd-Plt		2.5		^a Conduct Movement to Contact (Div)	71-DIV-7110
	3. Describe common and MOS tasks relevant to defensive operations; Demonstrate Sqd-Plt. K-K.		K	K	3			Describe Defensive Operations	150-LDR-5031
				Sqd-Plt		3.1		^a Conduct Defense (Div)	71-DIV-7222
						3.2		^a Conduct Defense (Corps)	71-CORP-7222
	4. Describe common and MOS tasks relevant to stability operations; Demonstrate Sqd-Plt. K-K.		K	K	4			Describe Stability Operations	150-LDR-5032
					4.1		^a Conduct Theater Security Cooperation (TA)	71-TA-5711	
	5. Describe common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Sqd-Plt. K-K.		K	K	5			Describe Defense Support to Civil Auth	150-LDR-5033
					6			Integrate Offensive Cyberspace Ops	150-MC-8013
					7			Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Describe common tasks relevant to the conduct of DODIN Operations to include Cybersecurity K-Ap.		K	K	Ap	8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Cadets

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference
ADP/ADRP 1	Army Profession	1. Identify key concepts of the Army Profession K-K.	K	K	K	1	Identify characteristics of the Army Profession	150-MC-8006	
		2. Employ the Army Ethic. K-Ap.	K	K	Ap	2	Apply the Army Ethic	150-MC-8008	
		3. Identify key concepts of Character Development . K-K.	K	K	K	3	Analyze Army Character Development	150-MC-8009	
ADP 6-22	Army Leadership	4. Define an Army leader and the purpose of leadership. K-K.	K	K	K	4	Compare Leadership with Command	150-MC-8007	
		5. Recall the three attributes and three competencies of Leadership Requirements Model. K-K.	K	K	K	5	Analyze the Army Leader Requirements Model	150-MC-8014	
		6. Define Counselling, coaching, and mentoring. K-K.	K	K	K	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015	

Human Dimension ALA for Cadets

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
Human Dimension	1. Define aspects of critical-creative thinking and problem solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap .		C	Ap	1	Apply Critical Thinking	150-MC-8012
				C	Ap	2	Conduct Problem Solving
	2. Describe active listening, negotiation, verbal and written communication skills. Apply at Sqd-Plt C-Ap .				3	Apply Strategic Thinking	150-MC-8016
					4	Apply Group Think Mitigation	150-MC-8011
	3. Describe cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap .		C	Ap	5	Communicate Effectively	150-MC-8002
				C	Ap	6	Conduct Negotiations
	4. Describe the five dimensions of comprehensive fitness, and resiliency skills . Apply Sqd-Plt C-Ap .		C	Ap	7	Identify Operational Culture	150-MC-8001
				C	Ap	8	Demonstrate Comprehensive Fitness
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap .		C	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

Associated training tasks at: <https://rdl.train.army.mil/catalog/dashboard>

^a Div / Corps / Theater Army; METL Tasks
Gray shaded areas do not apply to this cohort area

Mission Command ALA for Lieutenants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
MC Philosophy	1. Interpret the six principles of the MC Philosophy; Apply at Plt-Co. C-Ap.	C	C	Ap	1 Build teams thru mutual trust	150-LDR-5001
		C	C	Ap	2 Create Shared Understanding	150-LDR-5007
		C	C	C	3 Provide the Commander's Intent	150-LDR-5004
		C	C	Ap	4 Exercise Disciplined Initiative	150-LDR-5006
		C	C	Ap	5 Use Mission Order Technique	150-LDR-5003
		C	C	Ap	6 Accept Prudent Risk	150-LDR-5002
MC Cdr/Ldr Tasks	2. Identify the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Apply Plt-Co TLP. C-Ap.	K	C	Ap	1 Lead the MC Operations Process	150-LDR-5100
		K	C	Ap	2 Inform & Influence Relevant Audiences	150-LDR-5005
		K	C	Ap	3 Develop Teams within Unit and UAP	150-LDR-5001
		K	C	Ap	4 Conduct Pre-Combat Inspections	150-LDR-5022
					5 Organize the Staff for Operations	150-LDR-5013
					6 Direct Rapid Decision & Sync Process	150-LDR-5014
		C	An	Ap	7 * Conduct Troop Leading Procedures*	150-LDR-5012
MC Staff Tasks	3. Identify the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (IRC, Airspace, Info Prot, Civil Affairs, OPSEC, Network). C-C. 4. Identify the operations process components (MDMP, Design Methodology, Risk Management); apply at Bn. C-Ap. 5. Translate a Co OPORD and produce a Plt OPORD/ FRAGO. C-Ap.	K	C	C	1 * Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
					1.1 Participate in Army Design Methodology	150-MC-8018
		K	C	Ap	1.2 Participate in MDMP	150-MC-5111
					1.3 Develop a Running Estimate	150-MC-5144
					1.4 Provide Input for IPB	150-MC-2210
					1.5 Organize staff as CoS, XO, DCO	150-MC-0000
					1.6 Perform Information Collection	150-MC-2300
					1.7 Participate in Receipt of a Mission	150-MC-5110
					1.8 Participate in Mission Analysis	150-MC-5112
					1.9 Recommend the CCIR	150-MC-5113
					1.10 Participate in COA Development	150-MC-5114
					1.11 Participate in COA Analysis	150-MC-5115
					1.12 Participate in COA Comparison	150-MC-5116
					1.13 Conduct a COA Decision Brief	150-MC-5009
					1.14 Prepare a Warning Order	150-MC-5117
					1.15 Participate in COA Approval	150-MC-5121
		K	C	Ap	1.16 Prepare an Operations Order	150-MC-5119
		K	C	Ap	1.17 Conduct Risk Management	150-MC-5145
		K	C	Ap	1.18 Perform a Rehearsal	150-MC-5122
		K	C	Ap	1.19 Prepare a Fragmentary Order	150-MC-5125
					1.20 Assist Cdr in Executing Tactical Opns	150-MC-5131
					1.21 Assist Command Post Operations	150-MC-5200
					1.22 Displace the Command Posts	150-MC-5201
					1.23 Employ Operations Security	150-MC-6111
					1.24 Conduct Military Deception Opns	150-MC-5127
					1.25 Control Tactical Airspace	150-MC-5715
					1.26 Develop Civil Affairs Annex	150-MC-5400
MC System	6. Correlate Plt-Co MC system components; Employ MOS MC info systems. An-Ap 7. Describe the five components of a Common Operational Picture (COP). C.	K	C	Ap	1.27 Assess the Current Situation	150-MC-5130
		K	C	Ap	1.28 Refine the Plan	150-MC-5124
		K	C	Ap	2 Employ Info Related Capabilities	150-MC-5320
		K	C	Ap	3 Employ KM Processes	150-MC-7654
		K	C	Ap	4 Coordinate CEMA	150-MC-5900
MC System	6. Correlate Plt-Co MC system components; Employ MOS MC info systems. An-Ap 7. Describe the five components of a Common Operational Picture (COP). C.	C		Ap	1 Establish the MC System	150-LDR-5252
		C	C		2 Establish Common Op Picture (COP)	150-MC-5315
		C		Ap	3 Employ MC Information System	150-MC-5250
					4 Integrate the MC Information System	150-MC-5251
					5 Conduct Information Protection	150-MC-5010
					6 Operate the MC Network	150-MC-5003

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

*Opns Process for Bn and up; TLP for Co and lower

Associated training tasks at: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Lieutenants

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-0 Combined Arms during Unified Land Opns	1. Describe Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Plt-Co. C-Ap.	K	C	Ap	1			Describe Decisive Action	150-LDR-5034
						1.1		^a Conduct Force Projection (Div)	71-DIV-7300
						1.2		^a Conduct Force Projection (Corps)	71-CORP-7300
						1.3		^a Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
						1.4		^a Conduct Shaping Operations (Corps)	71-CORP-1270
				Plt-Co		1.5		^a Conduct Area Security (Div)	71-DIV-6500
						1.6		^a Conduct MC for Theater (TA)	71-TA-5100
						1.7		^a Conduct RSOI (TA)	71-TA-1130
						1.8		^a Coordinate Support for Theater (TA)	71-TA-5450
						1.9		^a Establish Intel Interoperability (TA)	71-TA-2500
	2. Explain common and MOS tasks relevant to offensive operations; Demonstrate Plt-Co. C-Ap.	K	C	Ap	2			Describe Offensive Operations	150-LDR-5030
				Plt-Co		2.1		^a Conduct Attack (Div)	71-DIV-7120
						2.2		^a Conduct Attack (Corps)	71-CORP-7120
						2.3		^a Conduct Forcible Entry (Div)	71-DIV-1340
						2.4		^a Conduct Forcible Entry (Corps)	71-CORP-1340
				Plt-Co		2.5		^a Conduct Movement to Contact (Div)	71-DIV-7110
	3. Explain common and MOS tasks relevant to defensive operations; Demonstrate Plt-Co. C-Ap.	K	C	Ap	3			Describe Defensive Operations	150-LDR-5031
				Plt-Co		3.1		^a Conduct Defense (Div)	71-DIV-7222
						3.2		^a Conduct Defense (Corps)	71-CORP-7222
	4. Explain common and MOS tasks relevant to stability operations; Demonstrate Plt-Co. C-Ap.	K	C	Ap	4			Describe Stability Operations	150-LDR-5032
						4.1		^a Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Explain common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Plt-Co. C-Ap.	K	C	Ap	5			Describe Defense Support to Civil Auth	150-LDR-5033
						6		Integrate Offensive Cyberspace Ops	150-MC-8013
						7		Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	C	C	Ap	8			Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Lieutenants

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference	
ADP/ADRP 1	Army Profession	1. Communicate key concepts of the Army Profession C-C.			C	C	C	1	Identify characteristics of the Army Profession	150-MC-8006
		2. Employ Ethical Reasoning C-Ap.			C	C	Ap	2	Apply the Army Ethic	150-MC-8008
		3. Employ Character Development C-Ap.			C	C	Ap	3	Analyze Army Character Development	150-MC-8009
ADP 6-22	Army Leadership	4. Describe command and leadership. Apply leadership Plt-Co C-Ap.			C	C	Ap	4	Compare Leadership with Command	150-MC-8007
		5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at Plt-Co C-Ap			C	C	Ap	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Describe Counselling, coaching, and mentoring. Apply at Plt-Co C-Ap			C	C	Ap	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Lieutenants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
Human Dimension	1. Define aspects of critical-creative thinking and problem solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap.	C	C	Ap	1	Apply Critical Thinking	150-MC-8012
		C	C	Ap	2	Conduct Problem Solving	150-MC-8010
	2. Describe active listening, negotiation, verbal and written communication skills. Apply at Sqd-Plt C-Ap				3	Apply Strategic Thinking	150-MC-8016
					4	Apply Group Think Mitigation	150-MC-8011
	3. Describe cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap.	C	C	Ap	5	Communicate Effectively	150-MC-8002
		C	C	Ap	6	Conduct Negotiations	150-MC-8003
	4. Describe the five dimensions of comprehensive fitness, and resiliency skills . Apply Sqd-Plt C-Ap.	C	C	Ap	7	Identify Operational Culture	150-MC-8001
		C	C	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	C	C	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

Associated training tasks at: <https://rdl.train.army.mil/catalog/dashboard>

^a Div / Corps / Theater Army; METL Tasks

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Captains

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy 1. . Analyze the six principles of the MC Philosophy; Apply at Co-Bn. An-Ap	C	An	Ap	1 Build teams thru mutual trust	150-LDR-5001
		C	An	Ap	2 Create Shared Understanding	150-LDR-5007
		C	An	Ap	3 Provide the Commander's Intent	150-LDR-5004
		C	An	Ap	4 Exercise Disciplined Initiative	150-LDR-5006
		C	An	Ap	5 Use Mission Order Technique	150-LDR-5003
		C	An	Ap	6 Accept Prudent Risk	150-LDR-5002
	MC Cdr/Ldr Tasks 2. Analyze the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences; Apply Co- TLP. An-Ap .	C	An	Ap	1 Lead the MC Operations Process	150-LDR-5100
		C	An	Ap	2 Inform & Influence Relevant Audiences	150-LDR-5005
		C	An	Ap	3 Develop Teams within Unit and UAP	150-LDR-5001
		C	An	Ap	4 Conduct Pre-Combat Inspections	150-LDR-5022
				5	Organize the Staff for Operations	150-LDR-5013
				6	Direct Rapid Decision & Sync Process	150-LDR-5014
		C	S	E	7 * Conduct Troop Leading Procedures*	150-LDR-5012
	MC Staff Tasks 3. Analyze the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn. An-Ap . 4. Analyze operations process components (plan, prepare, execute, assess); Apply at Bn higher. An-Ap . 5. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO. An-Ap .	C	An	Ap	1 * Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
		C	C	C	1.1 Participate in Army Design Methodology	150-MC-8018
		C	An	Ap	1.2 Participate in MDMP	150-MC-5111
		C	An	Ap	1.3 Develop a Running Estimate	150-MC-5144
		K	An	Ap	1.4 Provide Input for IPB	150-MC-2210
		C	An	Ap	1.5 Organize staff as CoS, XO, DCO	150-MC-0000
		K	An	Ap	1.6 Perform Information Collection	150-MC-2300
		C	An	Ap	1.7 Participate in Receipt of a Mission	150-MC-5110
		C	An	Ap	1.8 Participate in Mission Analysis	150-MC-5112
		C	An	Ap	1.9 Recommend the CCIR	150-MC-5113
		C	An	Ap	1.10 Participate in COA Development	150-MC-5114
		C	An	Ap	1.11 Participate in COA Analysis	150-MC-5115
		C	An	Ap	1.12 Participate in COA Comparison	150-MC-5116
		C	An	Ap	1.13 Conduct a COA Decision Brief	150-MC-5009
		C	An	Ap	1.14 Prepare a Warning Order	150-MC-5117
		C	An	Ap	1.15 Participate in COA Approval	150-MC-5121
		C	An	Ap	1.16 Prepare an Operations Order	150-MC-5119
		C	An	Ap	1.17 Conduct Risk Management	150-MC-5145
		K	An	Ap	1.18 Perform a Rehearsal	150-MC-5122
		K	An	Ap	1.19 Prepare a Fragmentary Order	150-MC-5125
		K	C	Ap	1.20 Assist Cdr in Executing Tactical Opns	150-MC-5131
		K	C	Ap	1.21 Assist Command Post Operations	150-MC-5200
		K	C	Ap	1.22 Displace the Command Posts	150-MC-5201
		K	C	C	1.23 Employ Operations Security	150-MC-6111
		K	C	C	1.24 Conduct Military Deception Opns	150-MC-5127
		K	C	C	1.25 Control Tactical Airspace	150-MC-5715
		K	C	C	1.26 Develop Civil Affairs Annex	150-MC-5400
		K	An	Ap	1.27 Assess the Current Situation	150-MC-5130
		K	An	Ap	1.28 Refine the Plan	150-MC-5124
		C	An	C	2 Employ Info Related Capabilities	150-MC-5320
		C	An	C	3 Employ KM Processes	150-MC-7654
		C	An	C	4 Coordinate CEMA	150-MC-5900
	MC System 6. Analyze Co-Bn MC system components; Employ Bn MC info systems. An-Ap . 7. Analyze the five components of a Common Operational Picture (COP) An-Ap .	C	An	Ap	1 Establish the MC System	150-LDR-5252
			An	Ap	2 Establish Common Op Picture (COP)	150-MC-5315
		C	An	Ap	3 Employ MC Information System	150-MC-5250
				Ap	4 Integrate the MC Information System	150-MC-5251
		K	C	C	5 Conduct Information Protection	150-MC-5010
		K	C	C	6 Operate the MC Network	150-MC-5003

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

Associated training tasks at: <https://rdl.train.army.mil/catalog/dashboard>

*Opns Process for Bn and up; TLP for Co and lower

Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Captains

GLOs		Educational Terminal Learning Objectives (TLO)				S	I	O	Associated Training Tasks		Reference
ADP/ADRP 3-0 Combined Arms during Unified Land Opns	1. Analyze Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Co-Bn. An-Ap.	C	An	Ap	1				Describe Decisive Action	150-LDR-5034	
					1.1				^g Conduct Force Projection (Div)	71-DIV-7300	
					1.2				^g Conduct Force Projection (Corps)	71-CORP-7300	
					1.3				^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000	
					1.4				^g Conduct Shaping Operations (Corps)	71-CORP-1270	
		Co-Bn			1.5				^g Conduct Area Security (Div)	71-DIV-6500	
					1.6				^g Conduct MC for Theater (TA)	71-TA-5100	
					1.7				^g Conduct RSOI (TA)	71-TA-1130	
					1.8				^g Coordinate Support for Theater (TA)	71-TA-5450	
					1.9				^g Establish Intel Interoperability (TA)	71-TA-2500	
		2. Analyze common and MOS tasks relevant to offensive operations; Demonstrate Co-Bn. An- Ap.	C	An	Ap	2				Describe Offensive Operations	150-LDR-5030
			Co-Bn			2.1				^g Conduct Attack (Div)	71-DIV-7120
						2.2				^g Conduct Attack (Corps)	71-CORP-7120
						2.3				^g Conduct Forcile Entry (Div)	71-DIV-1340
						2.4				^g Conduct Forcile Entry (Corps)	71-CORP-1340
		Co-Bn			2.5				^g Conduct Movement to Contact (Div)	71-DIV-7110	
		3. Analyze common and MOS tasks relevant to defensive; Demonstrate Co-Bn. An- Ap.	C	An	Ap	3				Describe Defensive Operations	150-LDR-5031
			Co-Bn			3.1				^g Conduct Defense (Div)	71-DIV-7222
						3.2				^g Conduct Defense (Corps)	71-CORP-7222
	4. Analyze common and MOS tasks relevant to stability operations; Demonstrate Co-Bn. An- Ap.	C	An	Ap	4				Describe Stability Operations	150-LDR-5032	
				4.1					^g Conduct Theater Security Cooperation (TA)	71-TA-5711	
	5. Analyze common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Co-Bn. An- Ap.	C	An	Ap	5				Describe Defense Support to Civil Auth	150-LDR-5033	
	6. Explain common tasks relevant to the integration of Offensive Cyberspace Operations C-Ap.	K	C	Ap	6				Integrate Offensive Cyberspace Ops	150-MC-8013	
	7. Explain common tasks relevant to the conduct of Defensive Cyberspace Operations C-Ap.	K	C	Ap	7				Integrate Defensive Cyberspace Ops	150-MC-8019	
	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	C	C	Ap	8				Conduct DODIN Operations	150-MC-8017	

Army Profession and Leadership ALA for Captains

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks		Reference
ADP/ADRP 1	Army Profession	1. Examine key concepts of the Army Profession . An-An.	C	An	An	1	Identify characteristics of the Army Profession		150-MC-8006	
		2. Examine the Army Ethic. An-An.	C	An	An	2	Apply the Army Ethic		150-MC-8008	
		3. Integrate Character Development into unit activities An-An.	C	An	An	3	Analyze Army Character Development		150-MC-8009	
ADP 6-22	Army Leadership	4. Analyze command and leadership. Apply leadership Co-Bn An-Ap.	C	An	Ap	4	Compare Leadership with Command		150-MC-8007	
		5. Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Co-Bn An-Ap.	C	An	Ap	5	Analyze the Army Leader Requirements Model		150-MC-8014	
		6. Correlate Counseling, coaching, and mentoring. Apply at Co-Bn An-Ap.	C	An	Ap	6	Compare Counseling, Coaching, and Mentoring		150-MC-8015	

Human Dimension ALA for Captains

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
Human Dimension	1. Analyze critical -creative thinking components and problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn MDMP. An-Ap.	C	An	Ap	1	Apply Critical Thinking	150-MC-8012
		C	An	Ap	2	Conduct Problem Solving	150-MC-8010
	2. Analyze active listening, negotiation, verbal and written communication skills. Apply at Co-Bn An-Ap.				3	Apply Strategic Thinking	150-MC-8016
		C	An	Ap	4	Apply Group Think Mitigation	150-MC-8011
	3. Analyze cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap.	C	An	Ap	5	Communicate Effectively	150-MC-8002
		C	An	Ap	6	Conduct Negotiations	150-MC-8003
	4. Correlate the five dimensions of comprehensive fitness, and resiliency skills. Apply Co-Bn An-Ap.	C	S	Ap	7	Identify Operational Culture	150-MC-8001
		C	An	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self An-Ap.	C	An	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

Associated training tasks at: <https://rdl.train.army.mil/catalog/dashboard>

^g Div / Corps / Theater Army; METL Tasks

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Majors

GLOs		Educational Terminal Learning Objectives (TLO)		S	I	O	Associated Training Tasks		Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy	1. Synthesize the six principles of the MC Philosophy; Apply at Bn-Div. S-Ap.	C	S	Ap	1	Build teams thru mutual trust	150-LDR-5001	
			C	An	S	2	Create Shared Understanding	150-LDR-5007	
			C	S	Ap	3	Provide the Commander's Intent	150-LDR-5004	
			C	S	Ap	4	Exercise Disciplined Initiative	150-LDR-5006	
			C	An	S	5	Use Mission Order Technique	150-LDR-5003	
			C	S	Ap	6	Accept Prudent Risk	150-LDR-5002	
	MC Cdr/Ldr Tasks	2. Synthesize the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Assess TLP Co-below. S-E.	C	S	E	1	Lead the MC Operations Process	150-LDR-5100	
			C	S	E	2	Inform & Influence Relevant Audiences	150-LDR-5005	
			C	S	E	3	Develop Teams within Unit and UAP	150-LDR-5001	
			C	S	E	4	Conduct Pre-Combat Inspections	150-LDR-5022	
			C	S	E	5	Organize the Staff for Operations	150-LDR-5013	
			C	An	E	6	Direct Rapid Decision & Sync Process	150-LDR-5014	
						7	* Conduct Troop Leading Procedures*	150-LDR-5012	
	MC Staff Tasks	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn-Bde. 4. Manage Bn-higher operations process components (plan, prepare, execute, assess); Assess at Bn-higher. S-Ap 5. Synthesize a Bde/Div OPOrd and produce a Bn/Bde OPOrd/FRAGO. S-Ap.	C	An	S	1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*	
			C	S	Ap	1.1	Participate in Army Design Methodology	150-MC-8018	
			C	S	E	1.2	Participate in MDMP	150-MC-5111	
			C	S	E	1.3	Develop a Running Estimate	150-MC-5144	
			C	S	E	1.4	Provide Input for IPB	150-MC-2210	
			C	S	E	1.5	Organize staff as CoS, XO, DCO	150-MC-0000	
			C	S	E	1.6	Perform Information Collection	150-MC-2300	
			C	S	E	1.7	Participate in Receipt of a Mission	150-MC-5110	
			C	S	E	1.8	Participate in Mission Analysis	150-MC-5112	
			C	S	E	1.9	Recommend the CCIR	150-MC-5113	
			C	S	E	1.10	Participate in COA Development	150-MC-5114	
			C	S	E	1.11	Participate in COA Analysis	150-MC-5115	
			C	S	E	1.12	Participate in COA Comparison	150-MC-5116	
			C	S	E	1.13	Conduct a COA Decision Brief	150-MC-5009	
C			S	E	1.14	Prepare a Warning Order	150-MC-5117		
C			S	E	1.15	Participate in COA Approval	150-MC-5121		
C			S	Ap	1.16	Prepare an Operations Order	150-MC-5119		
C			S	E	1.17	Conduct Risk Management	150-MC-5145		
C			S	E	1.18	Perform a Rehearsal	150-MC-5122		
C			S	Ap	1.19	Prepare a Fragmentary Order	150-MC-5125		
			C	Ap	1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131		
			C	Ap	1.21	Assist Command Post Operations	150-MC-5200		
			C	Ap	1.22	Displace the Command Posts	150-MC-5201		
C			S	E	1.23	Employ Operations Security	150-MC-6111		
C			S	Ap	1.24	Conduct Military Deception Opns	150-MC-5127		
C			S	Ap	1.25	Control Tactical Airspace	150-MC-5715		
C			S	Ap	1.26	Develop Civil Affairs Annex	150-MC-5400		
C			S	E	1.27	Assess the Current Situation	150-MC-5130		
C			S	E	1.28	Refine the Plan	150-MC-5124		
C			S	Ap	2	Employ Info Related Capabilities	150-MC-5320		
C			S	Ap	3	Employ KM Processes	150-MC-7654		
C			S	Ap	4	Coordinate CEMA	150-MC-5900		
MC System			6. Manage MC system components; Employ Bn MC info systems. S-Ap. 7. Manage the five components of the COP; Interpret COP at Bn-higher S-Ap.		An	Ap	1	Establish the MC System	150-LDR-5252
		S		Ap	2	Establish Common Op Picture (COP)	150-MC-5315		
		An		Ap	3	Employ MC Information System	150-MC-5250		
		An		Ap	4	Integrate the MC Information System	150-MC-5251		
	C	S		Ap	5	Conduct Information Protection	150-MC-5010		
	C	S		E	6	Operate the MC Network	150-MC-5003		
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation							*Opns Process for Bn and up; TLP for Co and lower		
Associated training tasks at: https://rdl.train.army.mil/catalog/dashboard							Gray shaded areas do not apply to this cohort area		

Professional Competence ALA for Majors

Professional Competence ADP for Majors							
GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
ADP/ADRP 3-0 Combined Arms during Unified Land Opns	1. Synthesize Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Bn-Bde. S-Ap.	C	S	Ap	1	Describe Decisive Action	150-LDR-5034
		C	S	Ap	1.1	^g Conduct Force Projection (Div)	71-DIV-7300
		C	S	Ap	1.2	^g Conduct Force Projection (Corps)	71-CORP-7300
		C	S	Ap	1.3	^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		C	S	Ap	1.4	^g Conduct Shaping Operations (Corps)	71-CORP-1270
		C	S	Ap	1.5	^g Conduct Area Security (Div)	71-DIV-6500
		C	S	Ap	1.6	^g Conduct MC for Theater (TA)	71-TA-5100
		C	S	Ap	1.7	^g Conduct RSOI (TA)	71-TA-1130
		C	S	Ap	1.8	^g Coordinate Support for Theater (TA)	71-TA-5450
	C	S	Ap	1.9	^g Establish Intel Interoperability (TA)	71-TA-2500	
	2. Develop and Synthesize offensive operations. Apply Bn-higher. S-Ap.	C	S	Ap	2	Describe Offensive Operations	150-LDR-5030
		C	S	Ap	2.1	^g Conduct Attack (Div)	71-DIV-7120
		C	S	Ap	2.2	^g Conduct Attack (Corps)	71-CORP-7120
		C	S	Ap	2.3	^g Conduct Forcile Entry (Div)	71-DIV-1340
		C	S	Ap	2.4	^g Conduct Forcile Entry (Corps)	71-CORP-1340
		C	S	Ap	2.5	^g Conduct Movement to Contact (Div)	71-DIV-7110
	3. Develop and Synthesize defensive operations. Apply Bn-higher. S-Ap.	C	S	Ap	3	Describe Defensive Operations	150-LDR-5031
		C	S	Ap	3.1	^g Conduct Defense (Div)	71-DIV-7222
		C	S	Ap	3.2	^g Conduct Defense (Corps)	71-CORP-7222
	4. Develop and Synthesize stability operations. Apply Bn-higher. S-Ap.	C	S	Ap	4	Describe Stability Operations	150-LDR-5032
		C	S	Ap	4.1	^g Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Develop and Synthesize Defense Support to Civil Authorities; Apply Bn-higher. S-Ap.	C	S	Ap	5	Describe Defense Support to Civil Auth	150-LDR-5033
	6. Synthesize the integration of Offensive Cyberspace Operations. S-Ap.	C	An	Ap	6	Integrate Offensive Cyberspace Ops	150-MC-8013
	7. Synthesize the conduct of Defensive Cyberspace Operations. S-Ap.	C	An	Ap	7	Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Synthesize the conduct of DODIN Operations to include Cybersecurity. S-Ap.	C	An	Ap	8	Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Majors

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks		Reference
ADP/ADRP 1	Army Profession	1. Align organizational programs, policies, and processes with the Army Profession. S-S.	C	S	S	1	Identify characteristics of the Army Profession		150-MC-8006	
		2. Employ the Army Ethic at the Organizational Level S-S.	C	S	S	2	Apply the Army Ethic		150-MC-8008	
		3. Integrate Character Development into Organizational Programs S-S.	C	S	S	3	Analyze Army Character Development		150-MC-8009	
ADP 6-22	Army Leadership	4. Synthesize the three levels of leadership. Apply leadership Bn-Div S-Ap.	C	S	Ap	4	Compare Leadership with Command		150-MC-8007	
		5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Bn-Div S-Ap.	C	S	Ap	5	Analyze the Army Leader Requirements Model		150-MC-8014	
		6. Synthesize Counselling, coaching, and mentoring. Apply at Bn-Div S-Ap.	C	S	Ap	6	Compare Counseling, Coaching, and Mentoring		150-MC-8015	

Human Dimension ALA for Majors

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks		Reference
Human Dimension	1. Synthesize critical - creative thinking components (design), and problem solving (ACT, Risk Management, GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	C	S	Ap	1	Apply Critical Thinking	150-MC-8012
		C	S	Ap	2	Conduct Problem Solving	150-MC-8010
	2. Synthesize active listening, negotiation, verbal and written communication skills. Apply at Bn-Div S-Ap.	C	S	Ap	3	Apply Strategic Thinking	150-MC-8016
		C	S	Ap	4	Apply Group Think Mitigation	150-MC-8011
	3. Synthesize cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Bn-Div S-Ap.	C	S	Ap	5	Communicate Effectively	150-MC-8002
		C	S	Ap	6	Conduct Negotiations	150-MC-8003
	4. Synthesize the five dimensions of comprehensive fitness, and resiliency skills. Apply Bn-Div S-Ap.	C	S	Ap	7	Identify Operational Culture	150-MC-8001
		C	S	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply self assessment, and goal setting attributes S-Ap.	C	S	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

Associated training tasks at: <https://rdl.train.army.mil/catalog/dashboard>

^g Div / Corps / Theater Army; METL Tasks

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Lieutenant Colonels and Colonels

GLOs		Educational Terminal Learning Objectives (TLO)		S	I	O	Associated Training Tasks	Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy	1. Evaluate the six principles of the MC Philosophy at Bn-higher; Assess subordinates' application. E-E .	C	E	E	1	Build teams thru mutual trust	150-LDR-5001
			C	E	E	2	Create Shared Understanding	150-LDR-5007
			C	E	E	3	Provide the Commander's Intent	150-LDR-5004
			C	E	E	4	Exercise Disciplined Initiative	150-LDR-5006
			C	E	E	5	Use Mission Order Technique	150-LDR-5003
			C	E	E	6	Accept Prudent Risk	150-LDR-5002
	MC Cdr/Ldr Tasks	2. Evaluate the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Assess subordinates' application. E-E .	C	E	E	1	Lead the MC Operations Process	150-LDR-5100
			C	E	E	2	Inform & Influence Relevant Audiences	150-LDR-5005
			C	E	E	3	Develop Teams within Unit and UAP	150-LDR-5001
			C	E	E	4	Conduct Pre-Combat Inspections	150-LDR-5022
			C	E	E	5	Organize the Staff for Operations	150-LDR-5013
			C	E	E	6	Direct Rapid Decision & Sync Process	150-LDR-5014
				7	* Conduct Troop Leading Procedures*	150-LDR-5012		
	MC Staff Tasks	3. Evaluate the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network). Assess at echelon. E-E . 4. Evaluate operations process components (plan, prepare, execute, assess). Assess at Bn-higher. E-E . 5. Interpret Bn-higher a ORDER/PLAN and produce an OPORD/FRAGO at echelon using the "mission order" technique; Assess subordinates ORDERS. S-E .	C	E	E	1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
			C	E	E	1.1	Participate in Army Design Methodology	150-MC-8018
			C	E	E	1.2	Participate in MDMP	150-MC-5111
			C	E	E	1.3	Develop a Running Estimate	150-MC-5144
			C	E	E	1.4	Provide Input for IPB	150-MC-2210
			C	E	E	1.5	Organize staff as CoS, XO, DCO	150-MC-0000
			C	E	E	1.6	Perform Information Collection	150-MC-2300
			C	E	E	1.7	Participate in Receipt of a Mission	150-MC-5110
			C	E	E	1.8	Participate in Mission Analysis	150-MC-5112
			C	E	E	1.9	Recommend the CCIR	150-MC-5113
			C	E	E	1.10	Participate in COA Development	150-MC-5114
			C	E	E	1.11	Participate in COA Analysis	150-MC-5115
			C	E	E	1.12	Participate in COA Comparison	150-MC-5116
			C	E	E	1.13	Conduct a COA Decision Brief	150-MC-5009
			C	E	E	1.14	Prepare a Warning Order	150-MC-5117
			C	E	E	1.15	Participate in COA Approval	150-MC-5121
			C	S	E	1.16	Prepare an Operations Order	150-MC-5119
			C	E	E	1.17	Conduct Risk Management	150-MC-5145
			C	E	E	1.18	Perform a Rehearsal	150-MC-5122
			C	S	E	1.19	Prepare a Fragmentary Order	150-MC-5125
				S	E	1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
				S	E	1.21	Assist Command Post Operations	150-MC-5200
				S	E	1.22	Displace the Command Posts	150-MC-5201
			C	E	E	1.23	Employ Operations Security	150-MC-6111
			C	E	E	1.24	Conduct Military Deception Opns	150-MC-5127
			C	E	E	1.25	Control Tactical Airspace	150-MC-5715
			C	E	E	1.26	Develop Civil Affairs Annex	150-MC-5400
			C	E	E	1.27	Assess the Current Situation	150-MC-5130
			C	E	E	1.28	Refine the Plan	150-MC-5124
	C	S	E	2	Employ Info Related Capabilities	150-MC-5320		
	C	S	E	3	Employ KM Processes	150-MC-7654		
	C	S	E	4	Coordinate CEMA	150-MC-5900		
	MC System	6. Organize, employ, and assess Mission Command System within own organization; Evaluate MC info systems. S-E . 7. Validate and assess COP at echelon. S-E .		S	E	1	Establish the MC System	150-LDR-5252
				S	E	2	Establish Common Op Picture (COP)	150-MC-5315
				S	E	3	Employ MC Information System	150-MC-5250
				S	E	4	Integrate the MC Information System	150-MC-5251
			C	E	E	5	Conduct Information Protection	150-MC-5010
			C	E	E	6	Operate the MC Network	150-MC-5003
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation							*Opns Process for Bn and up; TLP for Co and lower	
Associated training tasks at: https://rdl.train.army.mil/catalog/dashboard							Gray shaded areas do not apply to this cohort area	

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

*Opns Process for Bn and up; TLP for Co and lower

Associated training tasks at: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Lieutenant Colonels and Colonels

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-0 Combined Arms during Unified Land Opns	1. Assess Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Bn-Higher. E-E .	C	E	E	1			Describe Decisive Action	150-LDR-5034
		C	E	E	1.1			^a Conduct Force Projection (Div)	71-DIV-7300
		C	E	E	1.2			^a Conduct Force Projection (Corps)	71-CORP-7300
		C	E	E	1.3			^a Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		C	E	E	1.4			^a Conduct Shaping Operations (Corps)	71-CORP-1270
		C	E	E	1.5			^a Conduct Area Security (Div)	71-DIV-6500
		C	E	E	1.6			^a Conduct MC for Theater (TA)	71-TA-5100
		C	E	E	1.7			^a Conduct RSOI (TA)	71-TA-1130
		C	E	E	1.8			^a Coordinate Support for Theater (TA)	71-TA-5450
		C	E	E	1.9			^a Establish Intel Interoperability (TA)	71-TA-2500
		C	E	E	2			Describe Offensive Operations	150-LDR-5030
		C	E	E	2.1			^a Conduct Attack (Div)	71-DIV-7120
		C	E	E	2.2			^a Conduct Attack (Corps)	71-CORP-7120
		C	E	E	2.3			^a Conduct Forcile Entry (Div)	71-DIV-1340
		C	E	E	2.4			^a Conduct Forcile Entry (Corps)	71-CORP-1340
		C	E	E	2.5			^a Conduct Movement to Contact (Div)	71-DIV-7110
		C	E	E	3			Describe Defensive Operations	150-LDR-5031
		C	E	E	3.1			^a Conduct Defense (Div)	71-DIV-7222
		C	E	E	3.2			^a Conduct Defense (Corps)	71-CORP-7222
	C	E	E	4			Describe Stability Operations	150-LDR-5032	
	C	E	E	4.1			^a Conduct Theater Security Cooperation (TA)	71-TA-5711	
	C	E	E	5			Describe Defense Support to Civil Auth	150-LDR-5033	
	C	S	Ap	6			Integrate Offensive Cyberspace Ops	150-MC-8013	
	C	S	Ap	7			Integrate Defensive Cyberspace Ops	150-MC-8019	
	C	S	Ap	8			Conduct DODIN Operations	150-MC-8017	

Army Profession and Leadership ALA for Lieutenant Colonels and Colonels

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks		Reference
ADP/ADRP 1	Army Profession	1. Integrate Stewardship of the Profession into Army Culture. E- E .	C	E	E	1	Identify characteristics of the Army Profession		150-MC-8006	
		2. Evaluate key issues affecting the Army Ethic. E-E .	C	E	E	2	Apply the Army Ethic		150-MC-8008	
		3. Evaluate key issues affecting Character Development. E-E .	C	E	E	3	Analyze Army Character Development		150-MC-8009	
ADP 6-22	Army Leadership	4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower. E-E .	C	E	E	4	Compare Leadership with Command		150-MC-8007	
		5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E-E .	C	E	E	5	Analyze the Army Leader Requirements Model		150-MC-8014	
		6. Assess Counselling, coaching, and mentoring. Assess Bde-lower E-E .	C	E	E	6	Compare Counseling, Coaching, and Mentoring		150-MC-8015	

Human Dimension ALA for Lieutenant Colonels and Colonels

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
Human Dimension	1. Assess critical - creative thinking components (ACT, Risk Management, GTM, ADM, Strategic Thinking). Evaluate critical thinking at Bn-higher MDMP. E-E .	C	E	E	1	Apply Critical Thinking	150-MC-8012
		C	E	E	2	Conduct Problem Solving	150-MC-8010
	2. Assess active listening, negotiation, verbal and written communication skills. Evaluate at Bn-higher. E-E .	C	E	E	3	Apply Strategic Thinking	150-MC-8016
		C	E	E	4	Apply Group Think Mitigation	150-MC-8011
	3. Evaluate cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Assess Bn-higher. E-E .	C	E	E	5	Communicate Effectively	150-MC-8002
		C	E	E	6	Conduct Negotiations	150-MC-8003
	4. Evaluate the five dimensions of comprehensive fitness, and resiliency skills. Assess Bn-higher. E-E .	C	E	E	7	Identify Operational Culture	150-MC-8001
		C	E	E	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self, Assess Bn-higher. S-E .	C	S	E	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^a Div / Corps / Theater Army; METL Tasks

Associated training tasks at: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Recap of Terminal Learning Objectives for Officers

ALA	GLOs	CADET	LT	CPT	MAJ	LTC-COL
Mission Command	MC Philosophy	1. Identify the six principles of the MC Philosophy; Apply at Sqd-Plt. K-Ap.	1. Interpret the six principles of the MC Philosophy; apply at Plt-Co. C-Ap.	1. Analyze the six principles of the MC Philosophy; apply at Co-Bn. An-Ap	1. Synthesize the six principles of the MC Philosophy; apply at Bn-Div. S-Ap.	1. Evaluate the six principles of the MC Philosophy at Bn-higher; assess subordinates' application. E-E
	MC Warfighting Function CDR/LDR Tasks	2. Identify TLP; Apply at Sqd-Plt. C-Ap.	2. Identify the three Cdr/Ldr tasks (drive Ops Process, build teams, inform/influence audiences); Apply Plt-Co TLP. C-Ap.	2. Analyze the three Cdr/Ldr tasks (drive Ops Process, build teams, inform/influence audiences); Apply Co- TLP. An-Ap.	2. Synthesize the three Cdr/Ldr tasks (drive Ops Process, build teams, inform/influence audiences); Assess TLP Co-below. S-E.	2. Evaluate the three Cdr/Ldr tasks (drive Ops Process, build teams, inform/influence audiences); assess subordinates' application. E-E.
	MC Warfighting Function Staff Tasks		3. Identify the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (IRC, Airspace, Info Prot, Civil Affairs, OPSEC, Network). C-C.	3. Analyze the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn. An-Ap.	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn-Bde. S-Ap.	3. Evaluate the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network). Assess at echelon. E-E.
			4. Identify the operations process components (MDMP, Design Methodology, Risk Management); apply at Bn. C-Ap.	4. Analyze operations process components (plan, prepare, execute, assess); apply at Bn higher. An-Ap.	4. Manage Bn-higher operations process components (plan, prepare, execute, assess); assess at Bn-higher. S-Ap	4. Evaluate operations process components (plan, prepare, execute, assess). Assess at Bn-higher. E-E.
			5. Translate a Co OPORD and produce a Plt OPORD/ FRAGO. C-Ap	5. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO. An-Ap.	5. Synthesize a Bde/Div OPORD and produce a Bn/Bde OPORD/ FRAGO. S-Ap.	5. Interpret Bn-higher a ORDER/PLAN and produce an OPORD/FRAGO at echelon using the "mission order" technique; Assess subordinates ORDERS. S-E.
	MC System	6. Identify MC System components. Recall MC Info systems. K-K	6. Correlate Plt-Co MC system components; employ MOS MC info systems. An-Ap	6. Analyze Co-Bn MC system components; employ Bn MC info systems. An-Ap.	6. Manage MC system components; employ Bn MC info systems. S-Ap.	6. Organize, employ, and assess Mission Command System within own organization; Evaluate MC info systems. S-E.
			7. Describe the eight minimum information requirements for a Common Operational Picture (COP). C.	7. Analyze how COP utilization during all phases of the operations process. An-Ap.	7. Manage the COP; interpret COP at Bn-higher S-Ap.	7. Validate and assess COP at echelon. S-E.

ALA	GLOs	CADET	LT	CPT	MAJ	LTC-COL
Professional Competence	Combined Arms in Unified Land Operations	1. Recall Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities). K-K.	1. Describe Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Plt-Co. C-Ap.	1. Analyze Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Co-Bn. An-Ap.	1. Synthesize Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Bn-Bde. S-Ap.	1. Assess Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Bn-Higher. E-E.
		2. Describe common and MOS tasks relevant to offensive operations; Demonstrate Sqd-Plt. K-K.	2. Explain common and MOS tasks relevant to offensive operations; Demonstrate Plt-Co. C-Ap.	2. Analyze common and MOS tasks relevant to offensive operations; Demonstrate Co-Bn. An-Ap.	2. Develop and Synthesize offensive operations. Apply Bn-higher S-Ap.	2. Synthesize and Assess offensive operations at echelon. S-E.
		3. Describe common and MOS tasks relevant to defensive operations; Demonstrate Sqd-Plt. K-K.	3. Explain common and MOS tasks relevant to defensive operations; Demonstrate Plt-Co. C-Ap.	3. Analyze common and MOS tasks relevant to defensive; Demonstrate Co-Bn. An-Ap.	3. Develop and Synthesize defensive operations. Apply Bn-higher S-Ap.	3. Synthesize and Assess defensive operations at echelon. S-E.
		4. Describe common and MOS tasks relevant to stability operations; Demonstrate Sqd-Plt. K-K.	4. Explain common and MOS tasks relevant to stability operations; Demonstrate Plt-Co. C-Ap.	4. Analyze common and MOS tasks relevant to stability operations; Demonstrate Co-Bn. An-Ap.	4. Develop and Synthesize stability operations. Apply Bn-higher S-Ap.	4. Synthesize and Assess stability operations at echelon. S-E.
		5. Describe common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Sqd-Plt. K-K	5. Explain common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Plt-Co. C-Ap.	5. Analyze common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Co-Bn. An-Ap.	5. Develop and Synthesize Defense Support to Civil Authorities; Apply Bn-higher S-Ap.	5. Synthesize and Assess Defense Support to Civil Authorities at echelon. S-E.
				6. Explain common tasks relevant to the integration of Offensive Cyberspace Operations C-Ap.	6. Analyze common tasks relevant to the integration of Offensive Cyberspace Operations An-Ap.	6. Synthesize the integration of Offensive Cyberspace Operations S-Ap.
				7. Explain common tasks relevant to the conduct of Defensive Cyberspace Operations C-Ap.	7. Analyze common tasks relevant to the conduct of Defensive Cyberspace Operations An-Ap.	7. Synthesize the conduct of Defensive Cyberspace Operations S-Ap.
		8. Describe common tasks relevant to the conduct of DODIN Operations to include Cybersecurity K-Ap.	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity An-Ap.	8. Synthesize the conduct of DODIN Operations to include Cybersecurity S-Ap.

Recap of Terminal Learning Objectives for Officers (cont)

ALA	GLOs	CADET	LT	CPT	MAJ	LTC-COL
Army Leadership and the Profession	Army Profession, Ethic, and Character Development	1. Identify key concepts of the Army Profession K-K.	1. Communicate key concepts of the Army Profession C-C.	1. Examine key concepts of the Army Profession . An-An.	1. Align organizational programs, policies, and processes with the Army Profession. S-S.	1. Integrate Stewardship of the Profession into Army Culture E- E.
		2. Employ the Army Ethic. K-Ap.	2. Employ Ethical Reasoning C-Ap.	2. Examine the Army Ethic. An-An.	2. Employ the Army Ethic at the Organizational Level S-S.	2. Evaluate key issues affecting the Army Ethic E-E.
		3. Identify key concepts of Character Development . K-K.	3. Employ Character Development C-Ap.	3. Integrate Character Development into unit activities An-Ap.	3. Integrate Character Development into Organizational Programs S-Ap.	3. Evaluate key issues affecting Character Development E-E.
	Army Leadership	4. Define an Army leader and the purpose of leadership. K-K.	4. Describe command and leadership. Apply leadership Plt-Co C-Ap	4. Analyze command and leadership. Apply leadership Co Bn An-Ap.	4. Synthesize the three levels of leadership. Apply leadership Bn-Div S-Ap.	4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower E-E.
		5. Recall the three attributes and three competencies of Leadership Requirements Model. K-K.	5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at Plt-Co C-Ap	5. Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Co-Bn An-Ap.	5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Bn-Div S-Ap.	5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E-E.
		6. Define Counselling, coaching, and mentoring. K-K.	6. Describe Counselling, coaching, and mentoring. Apply at Plt-Co C-Ap	6. Correlate Counselling, coaching, and mentoring. Apply at Co-Bn An-Ap.	6. Synthesize Counselling, coaching, and mentoring. Apply at Bn-Div S-Ap.	6. Assess Counselling, coaching, and mentoring. Assess Bde-lower E-E.

ALA	GLOs	CADET	LT	CPT	MAJ	LTC-COL
Human Dimension	Human Dimension	1. Define aspects of critical-creative thinking and problem solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap.	1. Identify critical-creative thinking components and problem solving (ACT, Risk Management). Apply at Plt-Co level and during TLP C-Ap.	1. Analyze critical -creative thinking components and problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn MDMP. An-Ap.	1. Synthesize critical - creative thinking components (design), and problem solving (ACT, Risk Management, GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	1. Assess critical - creative thinking components (ACT, Risk Management, GTM, ADM, Strategic Thinking). Evaluate critical thinking at Bn-higher MDMP. E-E.
		2. Describe active listening, negotiation, verbal and written communication skills. Apply at Sqd-Plt C-Ap	2. Demonstrate active listening, negotiation, verbal and written communication skills. Apply at Plt-Co. C-Ap.	2. Analyze active listening, negotiation, verbal and written communication skills. Apply at Co-Bn An-Ap.	2. Synthesize active listening, negotiation, verbal and written communication skills. Apply at Bn-Div S-Ap.	2. Assess active listening, negotiation, verbal and written communication skills. Evaluate at Bn-higher E-E.
		3. Describe cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap.	3. Explain cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Plt-Co C-Ap.	3. Analyze cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap.	3. Synthesize cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Bn-Div S-Ap.	3. Evaluate cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Assess Bn-higher E-E.
		4. Describe the five dimensions of comprehensive fitness, and resiliency skills. Apply Sqd-Plt C-Ap.	4. Describe the five dimensions of comprehensive fitness, and resiliency skills. Apply Plt-Co C-Ap.	4. Correlate the five dimensions of comprehensive fitness, and resiliency skills. Apply Co-Bn An-Ap.	4. Synthesize the five dimensions of comprehensive fitness, and resiliency skills. Apply Bn-Div S-Ap.	4. Evaluate the five dimensions of comprehensive fitness, and resiliency skills. Assess Bn-higher E-E.
		5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self An-Ap.	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-Ap.	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self, Assess Bn-higher. S-E.

Page left blank intentionally

Appendix C

Integrating Training and Education for Warrant Officers

Contents

Warrant Officer Candidates (WOC)

Mission Command ALA for Warrant Officer Candidates	C-2.
Professional Competence ALA for Warrant Officer Candidates	C-3.
Army Profession and Leadership ALA for Warrant Officer Candidates	C-3.
Human Dimension ALA for Warrant Officer Candidates.....	C-3.

Warrant Officer 1s (WO1)

Mission Command ALA for Warrant Officer 1s	C-4.
Professional Competence ALA for Warrant Officer 1s	C-5.
Army Profession and Leadership ALA for Warrant Officer 1s	C-5.
Human Dimension ALA for Warrant Officer 1s	Error! Bookmark not defined..

Chief Warrant Officer 2s (CW2)

Mission Command ALA for Chief Warrant Officer 2s	C-6.
Professional Competence ALA for Chief Warrant Officer 2s	C-7.
Army Profession and Leadership ALA for Chief Warrant Officer 2s.....	C-7.
Human Dimension ALA for Chief Warrant Officer 2s.....	C-7.

Chief Warrant Officer 3s and 4s (CW3/4)

Mission Command ALA for Chief Warrant Officer 3s and 4s.....	C-8.
Professional Competence ALA for Chief Warrant Officer 3s and 4s	C-9.
Army Profession and Leadership ALA for Chief Warrant Officer 3s and 4s	C-9.
Human Dimension ALA for Chief Warrant Officer 3s and 4s.....	C-9.

Chief Warrant Officer 5s (CW5)

Mission Command ALA for Chief Warrant Officer 5s	C-10.
Professional Competence ALA for Chief Warrant Officer 5s	C-11.
Army Profession and Leadership ALA for Chief Warrant Officer 5s	C-11.
Human Dimension ALA for Chief Warrant Officer 5s.....	C-11.

Recap of Terminal Learning Objectives for Warrant Officers.....	C-12.
--	--------------

Mission Command ALA for Warrant Officer Candidates

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy 1. Identify the six principles of the MC Philosophy; Apply at Sqd-Plt. K-Ap.	K	Ap	1	Build teams thru mutual trust	150-LDR-5001
		K	Ap	2	Create Shared Understanding	150-LDR-5007
		K	C	3	Provide the Commander's Intent	150-LDR-5004
		K	Ap	4	Exercise Disciplined Initiative	150-LDR-5006
		K	C	5	Use Mission Order Technique	150-LDR-5003
		K	C	6	Accept Prudent Risk	150-LDR-5002
	MC Cdr/Ldr Tasks 2. Identify TLP; Apply at Sqd-Plt. C-Ap.			1	Lead the MC Operations Process	150-LDR-5100
				2	Inform & Influence Relevant Audiences	150-LDR-5005
				3	Develop Teams within Unit and UAP	150-LDR-5001
				4	Conduct Pre-Combat Inspections	150-LDR-5022
				5	Organize the Staff for Operations	150-LDR-5013
				6	Direct Rapid Decision & Sync Process	150-LDR-5014
		C	Ap	7	* Conduct Troop Leading Procedures*	150-LDR-5012
	MC Staff Tasks			1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
				1.1	Participate in Army Design Methodology	150-MC-8018
				1.2	Participate in MDMP	150-MC-5111
				1.3	Develop a Running Estimate	150-MC-5144
				1.4	Provide Input for IPB	150-MC-2210
				1.5	Organize staff as CoS, XO, DCO	150-MC-0000
				1.6	Perform Information Collection	150-MC-2300
				1.7	Participate in Receipt of a Mission	150-MC-5110
				1.8	Participate in Mission Analysis	150-MC-5112
				1.9	Recommend the CCIR	150-MC-5113
				1.10	Participate in COA Development	150-MC-5114
				1.11	Participate in COA Analysis	150-MC-5115
				1.12	Participate in COA Comparison	150-MC-5116
				1.13	Conduct a COA Decision Brief	150-MC-5009
				1.14	Prepare a Warning Order	150-MC-5117
				1.15	Participate in COA Approval	150-MC-5121
				1.16	Prepare an Operations Order	150-MC-5119
				1.17	Conduct Risk Management	150-MC-5145
				1.18	Perform a Rehearsal	150-MC-5122
				1.19	Prepare a Fragmentary Order	150-MC-5125
				1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
				1.21	Assist Command Post Operations	150-MC-5200
				1.22	Displace the Command Posts	150-MC-5201
				1.23	Employ Operations Security	150-MC-6111
				1.24	Conduct Military Deception Opns	150-MC-5127
				1.25	Control Tactical Airspace	150-MC-5715
				1.26	Develop Civil Affairs Annex	150-MC-5400
				1.27	Assess the Current Situation	150-MC-5130
				1.28	Refine the Plan	150-MC-5124
				2	Employ Info Related Capabilities	150-MC-5320
				3	Employ KM Processes	150-MC-7654
				4	Coordinate CEMA	150-MC-5900
	MC System 6. Identify MC System components. Recall MC Info systems. K-K			1	Establish the MC System	150-LDR-5252
				2	Establish Common Op Picture (COP)	150-MC-5315
		K	K	3	Employ MC Information System	150-MC-5250
				4	Integrate the MC Information System	150-MC-5251
				5	Conduct Information Protection	150-MC-5010
				6	Operate the MC Network	150-MC-5003
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation					*Opns Process for Bn and up; TLP for Co and lower	
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard					Gray shaded areas do not apply to this cohort area	

Professional Competence ALA for Warrant Officer Candidates

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks		Reference
ADP/ADRP 3-0	Combined Arms during Unified Land Opns	1. Recall Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities). K-K .	K	K	1				Describe Decisive Action	150-LDR-5034
								1.1	^g Conduct Force Projection (Div)	71-DIV-7300
								1.2	^g Conduct Force Projection (Corps)	71-CORP-7300
								1.3	^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
								1.4	^g Conduct Shaping Operations (Corps)	71-CORP-1270
			Sqd-Plt				1.5	^g Conduct Area Security (Div)	71-DIV-6500	
							1.6	^g Conduct MC for Theater (TA)	71-TA-5100	
							1.7	^g Conduct RSOI (TA)	71-TA-1130	
							1.8	^g Coordinate Support for Theater (TA)	71-TA-5450	
							1.9	^g Establish Intel Interoperability (TA)	71-TA-2500	
			C	Ap	2			Describe Offensive Operations	150-LDR-5030	
		Sqd-Plt				2.1	^g Conduct Attack (Div)	71-DIV-7120		
						2.2	^g Conduct Attack (Corps)	71-CORP-7120		
						2.3	^g Conduct Forcile Entry (Div)	71-DIV-1340		
						2.4	^g Conduct Forcile Entry (Corps)	71-CORP-1340		
		Sqd-Plt				2.5	^g Conduct Movement to Contact (Div)	71-DIV-7110		
			C	Ap	3			Describe Defensive Operations	150-LDR-5031	
		Sqd-Plt				3.1	^g Conduct Defense (Div)	71-DIV-7222		
						3.2	^g Conduct Defense (Corps)	71-CORP-7222		
			C	Ap	4			Describe Stability Operations	150-LDR-5032	
						4.1	^g Conduct Theater Security Cooperation (TA)	71-TA-5711		
			C	Ap	5			Describe Defense Support to Civil Auth	150-LDR-5033	
						6		Integrate Offensive Cyberspace Ops	150-MC-8013	
						7		Integrate Defensive Cyberspace Ops	150-MC-8019	
			K	K	Ap	8		Conduct DODIN Operations	150-MC-8012	

Army Profession and Leadership ALA for Warrant Officer Candidates

GLOs		Educational Terminal Learning Objectives (TLO)				S	I	O	Associated Training Tasks		Reference
ADP/ADRP 1	Army Profession	1. Identify key concepts of the Army Profession K-K.				K	K	K	1	Identify characteristics of the Army as a Profession	150-MC-8006
		2. Employ the Army Ethic. K-Ap.				K	K	Ap	2	Apply the Army Ethic	150-MC-8008
		3. Identify key concepts of Character Development . K-K.				K	K	K	3	Analyze Army Character Development	150-MC-8009
ADP 6-22	Army Leadership	4. Define an Army leader and the purpose of leadership. K-K.				K	K	K	4	Compare Leadership with Command	150-MC-8007
		5. Recall the three attributes and three competencies of Leadership Requirements Model. K-K.				K	K	K	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Define Counselling, coaching, and mentoring. K-K.				K	K	K	6	Compare counseling, coaching, and mentoring	150-MC-8015

Human Dimension ALA for Warrant Officer Candidates

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
Human Dimension	1. Define aspects of critical-creative thinking and problem solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap.	C	Ap	1	Apply Critical Thinking	150-MC-8012
		C	Ap	2	Conduct Problem Solving	150-MC-8010
				3	Apply Strategic Thinking	150-MC-8016
				4	Apply Group Think Mitigation	150-MC-8011
	2. Describe active listening, negotiation, verbal and written communication skills. Apply at Sqd-Plt C-Ap.	C	Ap	5	Communicate Effectively	150-MC-8002
	3. Describe cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap.	C	Ap	6	Conduct Negotiations	150-MC-8003
		C	Ap	7	Identify Operational Culture	150-MC-8001
	4. Describe the five dimensions of comprehensive fitness, and resiliency skills . Apply Sqd-Plt C-Ap.	C	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	C	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^g Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Warrant Officer 1s

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy 1. Interpret the six principles of the MC Philosophy; Apply at Plt-Co. C-Ap.	C	C	Ap	1 Build teams thru mutual trust	150-LDR-5001
		C	C	Ap	2 Create Shared Understanding	150-LDR-5007
		C	C	C	3 Provide the Commander's Intent	150-LDR-5004
		C	C	Ap	4 Exercise Disciplined Initiative	150-LDR-5006
		C	C	Ap	5 Use Mission Order Technique	150-LDR-5003
		C	C	Ap	6 Accept Prudent Risk	150-LDR-5002
	MC Cdr/Ldr Tasks 2. Identify the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences) and the art and science of command; Apply Plt-Co TLP. C-Ap.	C	C	Ap	1 Lead the MC Operations Process	150-LDR-5100
		C	C	Ap	2 Inform & Influence Relevant Audiences	150-LDR-5005
		K	C	Ap	3 Develop Teams within Unit and UAP	150-LDR-5001
		K	C	Ap	4 Conduct Pre-Combat Inspections	150-LDR-5022
					5 Organize the Staff for Operations	150-LDR-5013
		K	C	Ap	6 Direct Rapid Decision & Sync Process	150-LDR-5014
		K	C	Ap	7 * Conduct Troop Leading Procedures*	150-LDR-5012
	MC Staff Tasks 3. Identify the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network). C-Ap. 4. Identify the operations process components (MDMP, Design Methodology, Risk Management); Apply at Bn. C-Ap. 5. Translate a Co OPORD and produce a Plt OPORD/ FRAGO. C-Ap	K	C	Ap	1 * Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100
					1.1 Participate in Army Design Methodology	150-MC-8018
		K	C	Ap	1.2 Participate in MDMP	150-MC-5111
					1.3 Develop a Running Estimate	150-MC-5144
					1.4 Provide Input for IPB	150-MC-2210
					1.5 Organize staff as CoS, XO, DCO	150-MC-0000
					1.6 Perform Information Collection	150-MC-2300
					1.7 Participate in Receipt of a Mission	150-MC-5110
					1.8 Participate in Mission Analysis	150-MC-5112
					1.9 Recommend the CCIR	150-MC-5113
					1.10 Participate in COA Development	150-MC-5114
					1.11 Participate in COA Analysis	150-MC-5115
					1.12 Participate in COA Comparison	150-MC-5116
					1.13 Conduct a COA Decision Brief	150-MC-5009
					1.14 Prepare a Warning Order	150-MC-5117
					1.15 Participate in COA Approval	150-MC-5121
		K	C	Ap	1.16 Prepare an Operations Order	150-MC-5119
		K	C	Ap	1.17 Conduct Risk Management	150-MC-5145
		K	C	Ap	1.18 Perform a Rehearsal	150-MC-5122
		K	C	Ap	1.19 Prepare a Fragmentary Order	150-MC-5125
					1.20 Assist Cdr in Executing Tactical Opns	150-MC-5131
					1.21 Assist Command Post Operations	150-MC-5200
					1.22 Displace the Command Posts	150-MC-5201
					1.23 Employ Operations Security	150-MC-6111
					1.24 Conduct Military Deception Opns	150-MC-5127
					1.25 Control Tactical Airspace	150-MC-5715
					1.26 Develop Civil Affairs Annex	150-MC-5400
		K	C	Ap	1.27 Assess the Current Situation	150-MC-5130
		K	C	Ap	1.28 Refine the Plan	150-MC-5124
	MC System 6. Correlate Plt-Co MC system components; Employ MOS MC info systems. C-Ap 7. Describe the eight minimum information requirements for a Common Operational Picture (COP). C-C				2 Employ Info Related Capabilities	150-MC-5320
					3 Employ KM Processes	150-MC-7654
					4 Coordinate CEMA	150-MC-5900
		C	C	Ap	1 Establish the MC System	150-LDR-5252
		C	C		2 Establish Common Op Picture (COP)	150-MC-5315
		C	C	Ap	3 Employ MC Information System	150-MC-5250
					4 Integrate the MC Information System	150-MC-5251
					5 Conduct Information Protection	150-MC-5010
					6 Operate the MC Network	150-MC-5003

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

*Opns Process for Bn and up; TLP for Co and lower

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Warrant Officer 1s

GLOs		Educational Terminal Learning Objectives (TLO)				S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-9 Combined Arms during Unified Land Opns	1. Describe Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Plt-Co. C-Ap.	K	C	Ap	1				Describe Decisive Action	150-LDR-5034
					1.1				^g Conduct Force Projection (Div)	71-DIV-7300
					1.2				^g Conduct Force Projection (Corps)	71-CORP-7300
					1.3				^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
					1.4				^g Conduct Shaping Operations (Corps)	71-CORP-1270
		Plt-Co			1.5				^g Conduct Area Security (Div)	71-DIV-6500
					1.6				^g Conduct MC for Theater (TA)	71-TA-5100
					1.7				^g Conduct RSOI (TA)	71-TA-1130
					1.8				^g Coordinate Support for Theater (TA)	71-TA-5450
					1.9				^g Establish Intel Interoperability (TA)	71-TA-2500
	2. Explain common and MOS tasks relevant to offensive operations. Demonstrate Plt-Co. C-Ap.	C	C	Ap	2				Describe Offensive Operations	150-LDR-5030
		Plt-Co			2.1				^g Conduct Attack (Div)	71-DIV-7120
					2.2				^g Conduct Attack (Corps)	71-CORP-7120
					2.3				^g Conduct Forcible Entry (Div)	71-DIV-1340
					2.4				^g Conduct Forcible Entry (Corps)	71-CORP-1340
		Plt-Co			2.5				^g Conduct Movement to Contact (Div)	71-DIV-7110
	3. Explain common and MOS tasks relevant to defensive operations; Demonstrate Plt-Co. C-Ap.	K	C	Ap	3				Describe Defensive Operations	150-LDR-5031
		Plt-Co			3.1				^g Conduct Defense (Div)	71-DIV-7222
					3.2				^g Conduct Defense (Corps)	71-CORP-7222
	4. Explain common and MOS tasks relevant to stability operations; Demonstrate Plt-Co. C-Ap.	K	C	Ap	4				Describe Stability Operations	150-LDR-5032
					4.1				^g Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Explain common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Plt-Co. C-Ap.	K	C	Ap	5				Describe Defense Support to Civil Auth	150-LDR-5033
					6				Integrate Offensive Cyberspace Ops	150-MC-8013
					7				Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Explain the conduct of DODIN Operations to include Cybersecurity C-Ap.	C	C	Ap	8				Conduct DODIN Operations	150-MC-8012

Army Profession and Leadership ALA for Warrant Officer 1s

GLOs		Educational Terminal Learning Objectives (TLO)				S	I	O	Associated Training Tasks	Reference	
ADP/ADRP 1	Army Profession	1. Communicate key concepts of the Army Profession C-C.				C	C	C	1	Identify characteristics of the Army as a Profession	150-MC-8006
		2. Employ Ethical Reasoning C-Ap.				C	C	Ap	2	Apply the Army Ethic	150-MC-8008
		3. Employ Character Development C-Ap.				C	C	Ap	3	Analyze Army Character Development	150-MC-8009
ADP 6-22	Army Leadership	4. Describe command and leadership. Apply leadership Plt-Co C-Ap				C	C	Ap	4	Compare Leadership with Command	150-MC-8007
		5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at Plt-Co C-Ap.				C	C	Ap	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Describe Counselling, coaching, and mentoring. Apply at Plt-Co C-Ap.				C	C	Ap	6	Compare counseling, coaching, and mentoring	150-MC-8015

Human Dimension ALA for Warrant Officer 1s

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks		Reference
Human Dimension	1. Identify critical-creative thinking components and problem solving (ACT, Risk Management). Apply at Plt-Co level and during TLP C-Ap.	C	C	Ap	1	Apply Critical Thinking	150-MC-8012
		C	C	Ap	2	Conduct Problem Solving	150-MC-8010
					3	Apply Strategic Thinking	150-MC-8016
					4	Apply Group Think Mitigation	150-MC-8011
	2. Demonstrate active listening, negotiaton, verbal and written communication skills. Apply at Plt-Co. C-Ap.	C	C	Ap	5	Communicate Effectively	150-MC-8002
	3. Explain cutural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Plt-Co C-Ap.	C	C	Ap	6	Conduct Negotiations	150-MC-8003
		C	C	Ap	7	Identify Operational Culture	150-MC-8001
	4. Describe the five dimensions of comprehensive fitness, and resiliency skills. Apply Plt-Co C-Ap.	C	C	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Decscribe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	C	C	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^g Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Warrant Officer 2s

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks		Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy	1. Analyze the six principles of the MC Philosophy; apply at Co-Bn. An-Ap.	C	An	Ap	1		Build teams thru mutual trust	150-LDR-5001	
			C	An	Ap	2		Create Shared Understanding	150-LDR-5007	
			C	An	Ap	3		Provide the Commander's Intent	150-LDR-5004	
			C	An	Ap	4		Exercise Disciplined Initiative	150-LDR-5006	
			C	An	Ap	5		Use Mission Order Technique	150-LDR-5003	
			C	An	Ap	6		Accept Prudent Risk	150-LDR-5002	
	MC Cdr/Ldr Tasks	2. Analyze the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences) and the art and science of command; Apply Co- TLP. An-Ap.	C	An	Ap	1		Lead the MC Operations Process	150-LDR-5100	
			C	An	Ap	2		Inform & Influence Relevant Audiences	150-LDR-5005	
			C	Ap	Ap	3		Develop Teams within Unit and UAP	150-LDR-5001	
			C	An	Ap	4		Conduct Pre-Combat Inspections	150-LDR-5022	
						5		Organize the Staff for Operations	150-LDR-5013	
			C	An	Ap	6		Direct Rapid Decision & Sync Process	150-LDR-5014	
	MC Staff Tasks	3. Analyze the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at BDE. An-Ap. 4. Analyze operations process components (plan, prepare, execute, assess); Apply at Bn higher. An-Ap. 5. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO. An-Ap.	C	An	S	7	*	Conduct Troop Leading Procedures*	150-LDR-5012	
			C	An	Ap	1	*	Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*	
			K	C	C		1.1	Participate in Army Design Methodology	150-MC-8018	
			C	An	Ap		1.2	Participate in MDMP	150-MC-5111	
			C	An	Ap		1.3	Develop a Running Estimate	150-MC-5144	
			K	An	Ap		1.4	Provide Input for IPB	150-MC-2210	
			C	An	Ap		1.5	Organize staff as CoS, XO, DCO	150-MC-0000	
			K	An	Ap		1.6	Perform Information Collection	150-MC-2300	
			C	An	Ap		1.7	Participate in Receipt of a Mission	150-MC-5110	
			C	An	Ap		1.8	Participate in Mission Analysis	150-MC-5112	
			C	An	Ap		1.9	Recommend the CCIR	150-MC-5113	
			C	An	Ap		1.10	Participate in COA Development	150-MC-5114	
			C	An	Ap		1.11	Participate in COA Analysis	150-MC-5115	
			C	An	Ap		1.12	Participate in COA Comparison	150-MC-5116	
			C	An	Ap		1.13	Conduct a COA Decision Brief	150-MC-5009	
			C	An	Ap		1.14	Prepare a Warning Order	150-MC-5117	
			C	An	Ap		1.15	Participate in COA Approval	150-MC-5121	
			C	An	Ap		1.16	Prepare an Operations Order	150-MC-5119	
			C	An	Ap		1.17	Conduct Risk Management	150-MC-5145	
			K	An	Ap		1.18	Perform a Rehearsal	150-MC-5122	
			K	An	Ap		1.19	Prepare a Fragmentary Order	150-MC-5125	
				K	Ap		1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131	
				K	Ap		1.21	Assist Command Post Operations	150-MC-5200	
				K	Ap		1.22	Displace the Command Posts	150-MC-5201	
				K	C	C	1.23	Employ Operations Security	150-MC-6111	
				K	C	C	1.24	Conduct Military Deception Opns	150-MC-5127	
				K	C	C	1.25	Control Tactical Airspace	150-MC-5715	
				K	C	C	1.26	Develop Civil Affairs Annex	150-MC-5400	
				K	An	Ap	1.27	Assess the Current Situation	150-MC-5130	
				K	An	Ap	1.28	Refine the Plan	150-MC-5124	
				C	An	C	2	Employ Info Related Capabilities	150-MC-5320	
				C	An	C	3	Employ KM Processes	150-MC-7654	
		C	An	C	4	Coordinate CEMA	150-MC-5900			
	MC System	6. Analyze Co-Bn MC system components; Employ Bn MC info systems. An-Ap. 7. Analyze how COP utilization during all phases of the operations process. An-Ap.	C	An	Ap	1		Establish the MC System	150-LDR-5252	
				An	Ap	2		Establish Common Op Picture (COP)	150-MC-5315	
			C	An	Ap	3		Employ MC Information System	150-MC-5250	
						4		Integrate the MC Information System	150-MC-5251	
			K	C	C	5		Conduct Information Protection	150-MC-5010	
K			C	C	6		Operate the MC Network	150-MC-5003		
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation								*Opns Process for Bn and up; TLP for Co and lower		
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard								Gray shaded areas do not apply to this cohort area		

Professional Competence ALA for Warrant Officer 2s

GLOs		Educational Terminal Learning Objectives (TLO)				S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-0 Combined Arms during Unified Land Opns	1. Analyze Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Co-Bn. An-Ap.	C	An	Ap	1				Describe Decisive Action	150-LDR-5034
						1.1			^g Conduct Force Projection (Div)	71-DIV-7300
						1.2			^g Conduct Force Projection (Corps)	71-CORP-7300
						1.3			^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
						1.4			^g Conduct Shaping Operations (Corps)	71-CORP-1270
				Co-Bn		1.5			^g Conduct Area Security (Div)	71-DIV-6500
						1.6			^g Conduct MC for Theater (TA)	71-TA-5100
						1.7			^g Conduct RSOI (TA)	71-TA-1130
						1.8			^g Coordinate Support for Theater (TA)	71-TA-5450
						1.9			^g Establish Intel Interoperability (TA)	71-TA-2500
	2. Analyze common and MOS tasks relevant to offensive operations without supervision. Demonstrate Co-Bn. An- Ap.	C	An	Ap	2				Describe Offensive Operations	150-LDR-5030
				Co-Bn		2.1			^g Conduct Attack (Div)	71-DIV-7120
						2.2			^g Conduct Attack (Corps)	71-CORP-7120
						2.3			^g Conduct Forcile Entry (Div)	71-DIV-1340
						2.4			^g Conduct Forcile Entry (Corps)	71-CORP-1340
				Co-Bn		2.5			^g Conduct Movement to Contact (Div)	71-DIV-7110
	3. Analyze common and MOS tasks relevant to defensive; Demonstrate Co-Bn. An- Ap.	C	An	Ap	3				Describe Defensive Operations	150-LDR-5031
				Co-Bn		3.1			^g Conduct Defense (Div)	71-DIV-7222
						3.2			^g Conduct Defense (Corps)	71-CORP-7222
	4. Analyze common and MOS tasks relevant to stability operations; Demonstrate Co-Bn. An- Ap.	C	An	Ap	4				Describe Stability Operations	150-LDR-5032
						4.1			^g Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Analyze common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Co-Bn. An- Ap.	C	An	Ap	5				Describe Defense Support to Civil Auth	150-LDR-5033
	6. Explain common tasks relevant to the integration of Offensive Cyberspace Operations C-C.	K	C	C	6				Integrate Offensive Cyberspace Ops	150-MC-8013
	7. Explain common tasks relevant to the conduct of Defensive Cyberspace Operations C-C.	K	C	C	7				Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	C	C	Ap	8				Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Warrant Officer 2s

GLOs		Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
ADP/ADRP 1	Army Profession	1. Examine key concepts of the Army Profession . An-An.	C	An	An	1	Identify characteritics of the Army as a Profession	150-MC-8006
		2. Examine the Army Ethic. An-An.	C	An	An	2	Apply the Army Ethic	150-MC-8008
		3. Integrate Character Development into unit activities An-An.	C	An	An	3	Analyze Army Character Development	150-MC-8009
ADP 6-22	Army Leadership	4. Analyze command and leadership. Apply leadership Co-Bn An-Ap.	C	An	Ap	4	Compare Leadership with Command	150-MC-8007
		6. Correlate Counselling, coaching, and mentoring. Apply at Co-Bn An-Ap.	C	An	Ap	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Co-Bn An-An.	C	An	Ap	6	Compare counseling, coaching, and mentoring	150-MC-8015

Human Dimension ALA for Warrant Officer 2s

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks		Reference
Human Dimension	1. Analyze critical -creative thinking components and problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn MDMP. An-Ap.	C	An	Ap	1	Apply Critical Thinking	150-MC-8012
		C	An	Ap	2	Conduct Problem Solving	150-MC-8010
					3	Apply Strategic Thinking	150-MC-8016
		C	An	Ap	4	Apply Group Think Mitigation	150-MC-8011
	2. Analyze active listening, negotiation, verbal and written communication skills. Apply at Co-Bn An-Ap.	C	An	Ap	5	Communicate Effectively	150-MC-8002
	3. Analyze cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap	C	An	Ap	6	Conduct Negotiations	150-MC-8003
		C	S	Ap	7	Identify Operational Culture	150-MC-8001
	4. Correlate the five dimensions of comprehensive fitness, and resiliency skills. Apply Co-Bn An-Ap.	C	An	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self An-Ap.	C	An	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^g Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Warrant Officer 3s and 4s

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference				
MC Philosophy	1. Synthesize the six principles of the MC Philosophy; Apply at Bn-Div. S-Ap.	C	S	Ap	1	Build teams thru mutual trust	150-LDR-5001			
		C	S	Ap	2	Create Shared Understanding	150-LDR-5007			
		C	S	Ap	3	Provide the Commander's Intent	150-LDR-5004			
		C	S	Ap	4	Exercise Disciplined Initiative	150-LDR-5006			
		C	S	Ap	5	Use Mission Order Technique	150-LDR-5003			
		C	S	Ap	6	Accept Prudent Risk	150-LDR-5002			
MC Cdr/Ldr Tasks	2. Synthesize the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Apply TLP Co-below. S-Ap.	C	S	S	1	Lead the MC Operations Process	150-LDR-5100			
		C	S	S	2	Inform & Influence Relevant Audiences	150-LDR-5005			
		C	S	Ap	3	Develop Teams within Unit and UAP	150-LDR-5001			
		C	S	S	4	Conduct Pre-Combat Inspections	150-LDR-5022			
					5	Organize the Staff for Operations	150-LDR-5013			
		Ap	S	Ap	6	Direct Rapid Decision & Sync Process	150-LDR-5014			
			7	* Conduct Troop Leading Procedures*	150-LDR-5012					
MC Staff Tasks	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn-Bde. S-Ap. 4. Manage Bn-higher operations process components (plan, prepare, execute, assess); Assess at Bn-higher. S-E. 5. Synthesize a Bde/Div OPORD and produce a Bn/Bde OPORD/ FRAGO. S-Ap.	C	S	E	1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*			
		C	S	Ap	Plan	1.1	Participate in Army Design Methodology	150-MC-8018		
		C	S	E		1.2	Participate in MDMP	150-MC-5111		
		C	S	E		1.3	Develop a Running Estimate	150-MC-5144		
		C	S	E		1.4	Provide Input for IPB	150-MC-2210		
		C	S	E		1.5	Organize staff as CoS, XO, DCO	150-MC-0000		
		C	S	E		1.6	Perform Information Collection	150-MC-2300		
		C	S	E		1.7	Participate in Receipt of a Mission	150-MC-5110		
		C	S	E		1.8	Participate in Mission Analysis	150-MC-5112		
		C	S	E		1.9	Recommend the CCIR	150-MC-5113		
		C	S	E		1.10	Participate in COA Development	150-MC-5114		
		C	S	E		1.11	Participate in COA Analysis	150-MC-5115		
		C	S	E		1.12	Participate in COA Comparison	150-MC-5116		
		C	S	E		1.13	Conduct a COA Decision Brief	150-MC-5009		
		C	S	E		1.14	Prepare a Warning Order	150-MC-5117		
		C	S	E		1.15	Participate in COA Approval	150-MC-5121		
		C	S	Ap		1.16	Prepare an Operations Order	150-MC-5119		
		C	S	E	1.17	Conduct Risk Management	150-MC-5145			
		C	S	E	1.18	Perform a Rehearsal	150-MC-5122			
		C	S	Ap	1.19	Prepare a Fragmentary Order	150-MC-5125			
					Execute	1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131		
						1.21	Assist Command Post Operations	150-MC-5200		
						1.22	Displace the Command Posts	150-MC-5201		
		C	S	E		1.23	Employ Operations Security	150-MC-6111		
		C	S	Ap		1.24	Conduct Military Deception Opns	150-MC-5127		
		C	S	Ap		1.25	Control Tactical Airspace	150-MC-5715		
		C	S	Ap		1.26	Develop Civil Affairs Annex	150-MC-5400		
		C	S	E		Assess	1.27	Assess the Current Situation	150-MC-5130	
		C	S	E	1.28		Refine the Plan	150-MC-5124		
					C	S	Ap	2	Employ Info Related Capabilities	150-MC-5320
					C	S	Ap	3	Employ KM Processes	150-MC-7654
					C	S	Ap	4	Coordinate CEMA	150-MC-5900
MC System	6. Manage MC system components; Employ Bn MC info systems. S-Ap. 7. Manage the COP; Assess COP at Bn-higher S-Ap.		An	Ap	1	Establish the MC System	150-LDR-5252			
			S	Ap	2	Establish Common Op Picture (COP)	150-MC-5315			
			An	Ap	3	Employ MC Information System	150-MC-5250			
			C	Ap	4	Integrate the MC Information System	150-MC-5251			
		C	S	Ap	5	Conduct Information Protection	150-MC-5010			
		C	S	E	6	Operate the MC Network	150-MC-5003			
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation					*Opns Process for Bn and up; TLP for Co and lower					
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard					Gray shaded areas do not apply to this cohort area					

Professional Competence ALA for Warrant Officer 3s and 4s

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks		Reference
ADP/ADRP 3-0 Combined Arms during Unified Land Opns	1. Synthesize Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Bn-Bde. S-Ap.	C	S	Ap	1			Describe Decisive Action	150-LDR-5034	
		C	S	Ap	1.1			^a Conduct Force Projection (Div)	71-DIV-7300	
		C	S	Ap	1.2			^a Conduct Force Projection (Corps)	71-CORP-7300	
		C	S	Ap	1.3			^a Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000	
		C	S	Ap	1.4			^a Conduct Shaping Operations (Corps)	71-CORP-1270	
		C	S	Ap	1.5			^a Conduct Area Security (Div)	71-DIV-6500	
		C	S	Ap	1.6			^a Conduct MC for Theater (TA)	71-TA-5100	
		C	S	Ap	1.7			^a Conduct RSOI (TA)	71-TA-1130	
		C	S	Ap	1.8			^a Coordinate Support for Theater (TA)	71-TA-5450	
	C	S	Ap	1.9			^a Establish Intel Interoperability (TA)	71-TA-2500		
	2. Develop and Synthesize Offensive Operations. Apply Bn-higher S-Ap.	C	S	Ap	2			Describe Offensive Operations	150-LDR-5030	
		C	S	Ap	2.1			^a Conduct Attack (Div)	71-DIV-7120	
		C	S	Ap	2.2			^a Conduct Attack (Corps)	71-CORP-7120	
		C	S	Ap	2.3			^a Conduct Forcible Entry (Div)	71-DIV-1340	
		C	S	Ap	2.4			^a Conduct Forcible Entry (Corps)	71-CORP-1340	
	C	S	Ap	2.5			^a Conduct Movement to Contact (Div)	71-DIV-7110		
	3. Develop and Synthesize Defensive Operations. Apply Bn-higher S-Ap.	C	S	Ap	3			Describe Defensive Operations	150-LDR-5031	
		C	S	Ap	3.1			^a Conduct Defense (Div)	71-DIV-7222	
		C	S	Ap	3.2			^a Conduct Defense (Corps)	71-CORP-7222	
	4. Develop and Synthesize stability operations. Apply Bn-higher S-Ap	C	S	Ap	4			Describe Stability Operations	150-LDR-5032	
		C	S	Ap	4.1			^a Conduct Theater Security Cooperation (TA)	71-TA-5711	
	5. Develop and Synthesize Defense Support to Civil Authorities; Apply Bn-higher S-Ap.	C	S	Ap	5			Describe Defense Support to Civil Auth	150-LDR-5033	
	6. Analyze common tasks relevant to the integration of Offensive Cyberspace Operations An- Ap.	C	An	Ap	6			Integrate Offensive Cyberspace Ops	150-MC-8013	
	7. Analyze common tasks relevant to the conduct of Defensive Cyberspace Operations An- Ap.	C	An	Ap	7			Integrate Defensive Cyberspace Ops	150-MC-8019	
	8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity An- Ap.	C	S	Ap	8			Conduct DODIN Operations	150-MC-8017	

Army Profession and Leadership ALA for Warrant Officer 3s and 4s

GLOs		Educational Terminal Learning Objectives (TLO)				S	I	O	Associated Training Tasks		Reference
ADP/ADRP 1	Army Profession	1. Align organizational programs, policies, and processes with the Army Profession. S-S.	C	S	S	1			Identify characteristics of the Army as a Profession	150-MC-8006	
		2. Employ the Army Ethic at the Organizational Level S-S.	C	S	S	2			Apply the Army Ethic	150-MC-8008	
		3. Integrate Character Development into Organizational Programs S-S.	C	S	S	3			Analyze Army Character Development	150-MC-8009	
ADP 6-22	Army Leadership	4. Synthesize the three levels of leadership. Apply leadership Bn-Div S-Ap.	C	S	Ap	4			Compare Leadership with Command	150-MC-8007	
		5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Bn-Div S-Ap.	C	S	Ap	5			Analyze the Army Leader Requirements Model	150-MC-8014	
		6. Synthesize Counseling, coaching, and mentoring. Apply at Bn-Div S-Ap.	C	S	Ap	6			Compare counseling, coaching, and mentoring	150-MC-8015	

Human Dimension ALA for Warrant Officer 3s and 4s

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
Human Dimension	1. Synthesize critical - creative thinking components (design), and problem solving (ACT, Risk Management, GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	C	S	Ap	1	Apply Critical Thinking	150-MC-8012
		C	S	Ap	2	Conduct Problem Solving	150-MC-8010
		C	S	Ap	3	Apply Strategic Thinking	150-MC-8016
		C	S	Ap	4	Apply Group Think Mitigation	150-MC-8011
	2. Synthesize active listening, negotiation, verbal and written communication skills. Apply at Bn-Div S-Ap.	C	S	Ap	5	Communicate Effectively	150-MC-8002
	3. Synthesize cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Bn-Div S-Ap.	C	S	Ap	6	Conduct Negotiations	150-MC-8003
		C	S	Ap	7	Identify Operational Culture	150-MC-8001
	4. Synthesize the five dimensions of comprehensive fitness, and resiliency skills. Apply Bn-Div S-Ap.	C	S	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-Ap.	C	S	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^a Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Chief Warrant Officer 5s

GLOs		Educational Terminal Learning Objectives (TLO)			S I O		Associated Training Tasks		Reference
ADP/ADRP 5.0, ADP/ADRP 6.0	MC Philosophy	1. Facilitate practice of the six principles of the MC Philosophy at Bn-higher; Assess subordinates application. S-E .	C	S	E	1	Build teams thru mutual trust	150-LDR-5001	
			C	S	E	2	Create Shared Understanding	150-LDR-5007	
			C	S	E	3	Provide the Commander's Intent	150-LDR-5004	
			C	S	E	4	Exercise Disciplined Initiative	150-LDR-5006	
			C	S	E	5	Use Mission Order Technique	150-LDR-5003	
			C	S	E	6	Accept Prudent Risk	150-LDR-5002	
	MC Cdr/Ldr Tasks	2. Synthesize the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Synthesize subordinates' application. S-S	C	S	S	1	Lead the MC Operations Process	150-LDR-5100	
			C	S	S	2	Inform & Influence Relevant Audiences	150-LDR-5005	
			C	S	Ap	3	Develop Teams within Unit and UAP	150-LDR-5001	
			C	S	E	4	Conduct Pre-Combat Inspections	150-LDR-5022	
						5	Organize the Staff for Operations	150-LDR-5013	
			An	S	S	6	Direct Rapid Decision & Sync Process	150-LDR-5014	
						7	* Conduct Troop Leading Procedures*	150-LDR-5012	
	MC Staff Tasks	3. Assess the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network) at echelon. E-E . 4. Assess operations process components (plan, prepare, execute, assess) at Bn-higher. E-E . 5. Interpret Bn-higher a ORDER/PLAN and produce an OPORD/FRAGO at echelon using the "mission order" technique; Assess subordinates ORDERS. S-E .	C	E	E	1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*	
			C	E	E	1.1	Participate in Army Design Methodology	150-MC-8018	
			C	E	E	1.2	Participate in MDMP	150-MC-5111	
			C	E	E	1.3	Develop a Running Estimate	150-MC-5144	
			C	E	E	1.4	Provide Input for IPB	150-MC-2210	
			C	E	E	1.5	Organize staff as CoS, XO, DCO	150-MC-0000	
			C	E	E	1.6	Perform Information Collection	150-MC-2300	
			C	E	E	1.7	Participate in Receipt of a Mission	150-MC-5110	
			C	E	E	1.8	Participate in Mission Analysis	150-MC-5112	
			C	E	E	1.9	Recommend the CCIR	150-MC-5113	
			C	E	E	1.10	Participate in COA Development	150-MC-5114	
			C	E	E	1.11	Participate in COA Analysis	150-MC-5115	
			C	E	E	1.12	Participate in COA Comparison	150-MC-5116	
			C	E	E	1.13	Conduct a COA Decision Brief	150-MC-5009	
			C	E	E	1.14	Prepare a Warning Order	150-MC-5117	
			C	E	E	1.15	Participate in COA Approval	150-MC-5121	
			C	E	E	1.16	Prepare an Operations Order	150-MC-5119	
			C	E	E	1.17	Conduct Risk Management	150-MC-5145	
			C	E	E	1.18	Perform a Rehearsal	150-MC-5122	
			C	S	E	1.19	Prepare a Fragmentary Order	150-MC-5125	
				S	E	1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131	
				S	E	1.21	Assist Command Post Operations	150-MC-5200	
				S	E	1.22	Displace the Command Posts	150-MC-5201	
			C	S	E	1.23	Employ Operations Security	150-MC-6111	
			C	E	E	1.24	Conduct Military Deception Opns	150-MC-5127	
			C	E	E	1.25	Control Tactical Airspace	150-MC-5715	
			C	E	E	1.26	Develop Civil Affairs Annex	150-MC-5400	
			C	E	E	1.27	Assess the Current Situation	150-MC-5130	
			C	E	E	1.28	Refine the Plan	150-MC-5124	
			C	S	E	2	Employ Info Related Capabilities	150-MC-5320	
			C	S	E	3	Employ KM Processes	150-MC-7654	
			C	S	E	4	Coordinate CEMA	150-MC-5900	
	MC System	6. Organize, employ, and assess Mission Command System within own organization; Evaluate MC info systems. S-E . 7. Validate and assess COP at echelon. S-E .		S	E	1	Establish the MC System	150-LDR-5252	
				S	E	2	Establish Common Op Picture (COP)	150-MC-5315	
				S	E	3	Employ MC Information System	150-MC-5250	
				S	E	4	Integrate the MC Information System	150-MC-5251	
			C	E	E	5	Conduct Information Protection	150-MC-5010	
			C	S	E	6	Operate the MC Network	150-MC-5003	
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation							*Opns Process for Bn and up; TLP for Co and lower		
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard							Gray shaded areas do not apply to this cohort area		

Professional Competence ALA for Chief Warrant Officer 5s

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-0 Combined Arms during Unified Land Opns	1. Synthesize Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Assess Bn-Higher. S-S .	C	S	1	Describe Decisive Action	150-LDR-5034
		C	S	1.1	^g Conduct Force Projection (Div)	71-DIV-7300
		C	S	1.2	^g Conduct Force Projection (Corps)	71-CORP-7300
		C	S	1.3	^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		C	S	1.4	^g Conduct Shaping Operations (Corps)	71-CORP-1270
		C	S	1.5	^g Conduct Area Security (Div)	71-DIV-6500
		C	S	1.6	^g Conduct MC for Theater (TA)	71-TA-5100
		C	S	1.7	^g Conduct RSOI (TA)	71-TA-1130
		C	S	1.8	^g Coordinate Support for Theater (TA)	71-TA-5450
		C	S	1.9	^g Establish Intel Interoperability (TA)	71-TA-2500
	2. Synthesize and Develop Offensive Operations. S-S .	C	S	2	Describe Offensive Operations	150-LDR-5030
		C	S	2.1	^g Conduct Attack (Div)	71-DIV-7120
		C	S	2.2	^g Conduct Attack (Corps)	71-CORP-7120
		C	S	2.3	^g Conduct Forcible Entry (Div)	71-DIV-1340
		C	S	2.4	^g Conduct Forcible Entry (Corps)	71-CORP-1340
		C	S	2.5	^g Conduct Movement to Contact (Div)	71-DIV-7110
	3. Synthesize and Develop Defensive Operations S-S .	C	S	3	Describe Defensive Operations	150-LDR-5031
		C	S	3.1	^g Conduct Defense (Div)	71-DIV-7222
		C	S	3.2	^g Conduct Defense (Corps)	71-CORP-7222
	4. Synthesize and Develop stability operations at echelon. S-S .	C	S	4	Describe Stability Operations	150-LDR-5032
		C	S	4.1	^g Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Synthesize and Develop Defense Support to Civil Authorities at echelon. S-S .	C	S	5	Describe Defense Support to Civil Auth	150-LDR-5033
	6. Synthesize the integration of Offensive Cyberspace Operations S-Ap .	C	S	Ap 6	Integrate Offensive Cyberspace Ops	150-MC-8013
	7. Synthesize the conduct of Defensive Cyberspace Operations S-Ap .	C	S	Ap 7	Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Synthesize the conduct of DODIN Operations to include Cybersecurity S-Ap .	C	S	Ap 8	Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Chief Warrant Officer 5s

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 1 Army Profession	1. Integrate Stewardship of the Profession into Army Culture E-E	C	E	1	Identify characteristics of the Army as a Profession	150-MC-8006
	2. Evaluate key issues affecting the Army Ethic. E-E .	C	E	2	Apply the Army Ethic	150-MC-8008
	3. Evaluate key issues affecting Character Development E-E .	C	E	3	Analyze Army Character Development	150-MC-8009
ADP E-22 Army Leadership	4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower E-E .	C	E	4	Compare Leadership with Command	150-MC-8007
	5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E-E .	C	E	5	Analyze the Army Leader Requirements Model	150-MC-8014
	6. Assess Counselling, coaching, and mentoring. Assess Bde-lower E-E .	C	E	6	Compare counseling, coaching, and mentoring	150-MC-8015

Human Dimension ALA for Chief Warrant Officer 5s

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
Human Dimension	1. Assess critical - creative thinking components (ACT, Risk Management, GTM, ADM, Strategic Thinking). Evaluate critical thinking at Bn-higher MDMP. E-E .	C	E	1	Apply Critical Thinking	150-MC-8012
		C	E	2	Conduct Problem Solving	150-MC-8010
		C	E	3	Apply Strategic Thinking	150-MC-8016
		C	E	4	Apply Group Think Mitigation	150-MC-8011
	2. Assess active listening, negotiation, verbal and written communication skills. Evaluate at Bn-higher E-E .	C	E	5	Communicate Effectively	150-MC-8002
		C	E	6	Conduct Negotiations	150-MC-8003
	3. Evaluate cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Assess Bn-higher E-E .	C	E	7	Identify Operational Culture	150-MC-8001
		C	E	8	Demonstrate Comprehensive Fitness	150-MC-8004
	4. Evaluate the five dimensions of comprehensive fitness, and resiliency skills. Assess Bn-higher E-E .	C	E	8	Demonstrate Comprehensive Fitness	150-MC-8004
		C	S	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^g Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Recap of Terminal Learning Objectives for Warrant Officers

ALA	GLOs	Candidate	WO1	CW2	CW3/4	CW4/5
Mission Command	MC Philosophy	1. Identify the six principles of the MC Philosophy; Apply at Sqd-Pit. K-Ap.	1. Interpret the six principles of the MC Philosophy; apply at Plt-Co. C-Ap.	1. Analyze the six principles of the MC Philosophy; apply at Co-Bn. An-Ap.	1. Synthesize the six principles of the MC Philosophy; apply at Bn-Div. S-Ap.	1. Facilitate practice of the six principles of the MC Philosophy at Bn-higher; assess subordinates application. S-E.
	MC Warfighting Function CDR/LDR Tasks	2. Identify TLP; Apply at Sqd-Pit. C-Ap.	2. Identify the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Apply Plt-Co TLP. C-Ap.	2. Analyze the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Apply Co- TLP. An-Ap.	2. Synthesize the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Apply TLP Co-below. S-Ap.	2. Synthesize the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Synthesize subordinates' application. S-S.
	MC Warfighting Function Staff Tasks		3. Identify the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network). C-Ap.	3. Analyze the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn. An-Ap.	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn-Bde. S-Ap.	3. Assess the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network) at echelon. E-E.
			4. Identify the operations process components (MDMP, Design Methodology, Risk Management); apply at Bn. C-Ap.	4. Analyze operations process components (plan, prepare, execute, assess); apply at Bn higher. An-Ap.	4. Manage Bn-higher operations process components (plan, prepare, execute, assess); assess at Bn-higher. S-E.	4. Assess operations process components (plan, prepare, execute, assess) at Bn-higher. E-E.
			5. Translate a Co OPORD and produce a Plt OPORD/ FRAGO. C-Ap.	5. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO. An-Ap.	5. Synthesize a Bde/Div OPORD and produce a Bn/Bde OPORD/ FRAGO. S-Ap.	5. Interpret Bn-higher a ORDER/PLAN and produce an OPORD/FRAGO at echelon using the "mission order" technique; Assess subordinates ORDERS. S-E.
	MC System	6. Identify MC System components; Recall MCInfo systems. K-K.	6. Correlate Plt-Co MC system components; employ MOS MC info systems. C-Ap.	6. Analyze Co-Bn MC system components; employ Bn MC info systems. An-Ap.	6. Manage MC system components; employ Bn MC info systems. S-Ap.	6. Organize, employ, and assess Mission Command System within own organization; Evaluate MC info systems. S-E.
			7. Describe the eight minimum information requirements for a Common Operational Picture (COP). C.	7. Analyze how COP utilization during all phases of the operations process. An-Ap.	7. Manage the COP; Assess COP at Bn-higher S-Ap.	7. Validate and assess COP at echelon. S-E.

ALA	GLOs	Candidate	WO1	CW2	CW3/4	CW4/5
Unified Land Operations	Combined Arms in Unified Land Operations	1. Recall Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities). K-K.	1. Describe Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Plt-Co. C-Ap.	1. Analyze Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Co-Bn. An-Ap.	1. Synthesize Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Bn-Bde. S-Ap.	1. Synthesize Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Assess Bn-Higher. S-S.
		2. Describe common and MOS tasks relevant to offensive operations. Demonstrate Sqd-Pit. C-Ap.	2. Explain common and MOS tasks relevant to offensive operations. Demonstrate Plt-Co C-Ap.	2. Analyze common and MOS tasks relevant to offensive operations without supervision. Demonstrate Co-Bn. An-Ap.	2. Develop and Synthesize Offensive Operations. Apply Bn-higher S-Ap.	2. Synthesize and Develop Offensive Operations S-S.
		3. Describe common and MOS tasks relevant to defensive operations; Demonstrate Sqd-Pit. C-Ap.	3. Explain common and MOS tasks relevant to defensive operations; Demonstrate Plt-Co. C-Ap.	3. Analyze common and MOS tasks relevant to defensive; Demonstrate Co-Bn. An-Ap.	3. Develop and Synthesize Defensive Operations. Apply Bn-higher S-Ap.	3. Synthesize and Develop Defensive Operations S-S.
		4. Describe common and MOS tasks relevant to stability operations; Demonstrate Sqd-Pit. C-Ap.	4. Explain common and MOS tasks relevant to stability operations; Demonstrate Plt-Co. C-Ap.	4. Analyze common and MOS tasks relevant to stability operations; Demonstrate Co-Bn. An-Ap.	4. Develop and Synthesize stability operations. Apply Bn-higher S-Ap.	4. Synthesize and Develop stability operations at echelon. S-S.
		5. Describe common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Sqd-Pit. C-Ap.	5. Explain common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Plt-Co. C-Ap.	5. Analyze common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Co-Bn. An-Ap.	5. Develop and Synthesize Defense Support to Civil Authorities; Apply Bn-higher S-Ap.	5. Synthesize and Develop Defense Support to Civil Authorities at echelon. S-S.
				6. Explain common tasks relevant to the integration of Offensive Cyberspace Operations C-Ap.	6. Analyze common tasks relevant to the integration of Offensive Cyberspace Operations An-Ap.	6. Synthesize the integration of Offensive Cyberspace Operations S-Ap.
				7. Explain common tasks relevant to the conduct of Defensive Cyberspace Operations C-Ap.	7. Analyze common tasks relevant to the conduct of Defensive Cyberspace Operations An-Ap.	7. Synthesize the conduct of Defensive Cyberspace Operations S-Ap.
		8. Describe common tasks relevant to the conduct of DODIN Operations to include Cybersecurity K-Ap.	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity An-Ap.	8. Synthesize the conduct of DODIN Operations to include Cybersecurity S-Ap.

Recap of Terminal Learning Objectives for Warrant Officers (cont)

ALA	GLOs	Candidate	WO1	CW2	CW3/4	CW4/5
Army Leadership and the Profession	Army Profession, Ethic, and Character Development	1. Identify key concepts of the Army Profession K-K.	1. Communicate key concepts of the Army Profession C-C.	1. Examine key concepts of the Army Profession . An-An.	1. Align organizational programs, policies, and processes with the Army Profession. S-S.	1. Integrate Stewardship of the Profession into Army Culture E- E.
		2. Employ the Army Ethic. K-Ap.	2. Employ Ethical Reasoning C-Ap.	2. Examine the Army Ethic. An-An.	2. Employ the Army Ethic at the Organizational Level S-S.	2. Evaluate key issues affecting the Army Ethic E-E.
		3. Identify key concepts of Character Development . K-K.	3. Employ Character Development C-Ap.	3. Integrate Character Development into unit activities An-An.	3. Integrate Character Development into Organizational Programs S-S.	3. Evaluate key issues affecting Character Development E-E.
	Army Leadership	4. Define an Army leader and the purpose of leadership. K-K.	4. Describe command and leadership. Apply leadership Plt-Co C-Ap	4. Analyze command and leadership. Apply leadership Co-Bn An-Ap.	4. Synthesize the three levels of leadership. Apply leadership Bn-Div S-Ap.	4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower E-E.
		5. Recall the three attributes and three competencies of Leadership Requirements Model. K-K.	5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at Plt-Co C-Ap.	5. Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Co-Bn An-Ap.	5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Bn-Div S-Ap.	5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E-E.
		6. Define Counselling, coaching, and mentoring. K-K.	6. Describe Counselling, coaching, and mentoring. Apply at Plt-Co C-Ap.	6. Correlate Counselling, coaching, and mentoring. Apply at Co-Bn An-Ap.	6. Synthesize Counselling, coaching, and mentoring. Apply at Bn-Div S-Ap.	6. Assess Counselling, coaching, and mentoring. Assess Bde-lower E-E.

ALA	GLOs	Candidate	WO1	CW2	CW3/4	CW4/5
Human Dimension	Human Dimension	1. Define aspects of critical-creative thinking and problem solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap.	1. Identify critical-creative thinking components and problem solving (ACT, Risk Management). Apply at Plt-Co level and during TLP C-Ap.	1. Analyze critical -creative thinking components and problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn MDMP. An-Ap.	1. Synthesize critical - creative thinking components (design), and problem solving (ACT, Risk Management, GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	1. Assess critical - creative thinking components (ACT, Risk Management, GTM, ADM, Strategic Thinking). Evaluate critical thinking at Bn-higher MDMP. E-E.
		2. Describe active listening, negotiation, verbal and written communication skills. Apply at Sqd-Plt C-Ap.	2. Demonstrate active listening, negotiation, verbal and written communication skills. Apply at Plt-Co. C-Ap.	2. Analyze active listening, negotiation, verbal and written communication skills. Apply at Co-Bn An-Ap.	2. Synthesize active listening, negotiation, verbal and written communication skills. Apply at Bn-Div S-Ap.	2. Assess active listening, negotiation, verbal and written communication skills. Evaluate at Bn-higher E-E.
		3. Describe cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap.	3. Explain cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Plt-Co C-Ap.	3. Analyze cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap.	3. Synthesize cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Bn-Div S-Ap.	3. Evaluate cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Assess Bn-higher E-E.
		4. Describe the five dimensions of comprehensive fitness, and resiliency skills. Apply Sqd-Plt C-Ap.	4. Describe the five dimensions of comprehensive fitness, and resiliency skills. Apply Plt-Co C-Ap.	4. Correlate the five dimensions of comprehensive fitness, and resiliency skills. Apply Co-Bn An-Ap.	4. Synthesize the five dimensions of comprehensive fitness, and resiliency skills. Apply Bn-Div S-Ap.	4. Evaluate the five dimensions of comprehensive fitness, and resiliency skills. Assess Bn-higher E-E.
		5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self An-Ap.	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-Ap.	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self, Assess Bn-higher. S-E.

Page left blank intentionally

Appendix D
Integrating Training and Education for Noncommissioned Officers
Contents

Corporals and Sergeants (CPL/SGT)

Mission Command ALA for Corporals and Sergeants D-2.
Professional Compliance ALA for Corporals and Sergeants D-3.
Army Profession and Leadership ALA for Corporals and Sergeants D-3.
Human Dimension ALA for Corporals and Sergeants D-3.

Staff Sergeants (SSG)

Mission Command ALA for Staff Sergeants D-4.
Professional Compliance ALA for Staff Sergeants D-5.
Army Profession and Leadership ALA for Staff Sergeants D-5.
Human Dimension ALA for Staff Sergeants..... D-5.

Sergeants First Class (SFC)

Mission Command ALA for Sergeants First Class..... D-6.
Professional Compliance ALA for Sergeants First Class..... D-7.
Army Profession and Leadership ALA for Sergeants First Class D-7.
Human Dimension ALA for Sergeants First Class D-7.

Master Sergeants (MSG)

Mission Command ALA for Master Sergeants..... D-8.
Professional Competence ALA for Master Sergeants D-9.
Army Profession and Leadership ALA for Master Sergeants D-9.
Human Dimension ALA for Master Sergeants..... D-9.

Sergeants Major and Command Sergeants Major (SGM/CSM)

Mission Command ALA for Sergeants Major and Command Sergeants Major D-10.
Professional Competence ALA for Sergeants Major Command Sergeants Major D-11.
Army Profession and Leadership ALA for Sergeants Major Command Sergeants Major.. D-11.
Human Dimension ALA for Sergeants Major Command Sergeants Major..... D-11.

Recap of Terminal Learning Objectives for NCOs..... D-12/13

Mission Command ALA for Corporals and Sergeants

GLOs		Educational Terminal Learning Objectives (TLO)		S	I	O	Associated Training Tasks		Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy	1. Identify the six principles of the MC Philosophy; Apply at Tm/Sqd. K-Ap.	K	K	Ap	1	Build teams thru mutual trust	150-LDR-5001	
			K	K	Ap	2	Create Shared Understanding	150-LDR-5007	
			K	K	C	3	Provide the Commander's Intent	150-LDR-5004	
			K	K	Ap	4	Exercise Disciplined Initiative	150-LDR-5006	
			K	K	Ap	5	Use Mission Order Technique	150-LDR-5003	
			K	K	Ap	6	Accept Prudent Risk	150-LDR-5002	
	MC Cdr/Ldr Tasks	2. Identify TLP; Apply at Tm. C-Ap.				1	Lead the Operations Process	150-LDR-5100	
						2	Inform & Influence Relevant Audiences	150-LDR-5005	
						3	Develop Teams within Unit and UAP	150-LDR-5001	
			K	K	Ap	4	Conduct Pre-Combat Inspections	150-LDR-5022	
						5	Organize the Staff for Operations	150-LDR-5013	
						6	Direct Rapid Decision & Sync Process	150-LDR-5014	
			C	C	Ap	7	* Conduct Troop Leading Procedures*	150-LDR-5012	
	MC Staff Tasks	3. Recall the 5-paragraph OPORD; Interpret a Sqd OPORD/FRAGO. K-C.				1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*	
						1.1	Participate in Army Design Methodology	150-MC-8018	
						1.2	Participate in MDMP	150-MC-5111	
						1.3	Develop a Running Estimate	150-MC-5144	
						1.4	Provide Input for IPB	150-MC-2210	
						1.5	Organize staff as CoS, XO, DCO	150-MC-0000	
						1.6	Perform Information Collection	150-MC-2300	
						1.7	Participate in Receipt of a Mission	150-MC-5110	
						1.8	Participate in Mission Analysis	150-MC-5112	
						1.9	Recommend the CCIR	150-MC-5113	
						1.10	Participate in COA Development	150-MC-5114	
						1.11	Participate in COA Analysis	150-MC-5115	
						1.12	Participate in COA Comparison	150-MC-5116	
						1.13	Conduct a COA Decision Brief	150-MC-5009	
						1.14	Prepare a Warning Order	150-MC-5117	
						1.15	Participate in COA Approval	150-MC-5121	
			K	K	C	1.16	Prepare an Operations Order	150-MC-5119	
			K	K	C	1.17	Conduct Risk Management	150-MC-5145	
			K	K	C	1.18	Perform a Rehearsal	150-MC-5122	
			K	K	C	1.19	Prepare a Fragmentary Order	150-MC-5125	
						1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131	
						1.21	Assist Command Post Operations	150-MC-5200	
						1.22	Displace the Command Posts	150-MC-5201	
			K	C	Ap	1.23	Employ Operations Security	150-MC-6111	
						1.24	Conduct Military Deception Opns	150-MC-5127	
						1.25	Control Tactical Airspace	150-MC-5715	
						1.26	Develop Civil Affairs Annex	150-MC-5400	
						1.27	Assess the Current Situation	150-MC-5130	
						1.28	Refine the Plan	150-MC-5124	
						2	Employ Info Related Capabilities	150-MC-5320	
						3	Employ KM Processes	150-MC-7654	
						4	Coordinate CEMA	150-MC-5900	
MC System	4. Identify Tm/Sqd MC system components; Employ MOS MC Info systems. C-Ap. 5. Identify Tm/Sqd MC system components; Employ MOS MC Info systems. C-Ap.	C	C	Ap	1	Establish the MC System	150-LDR-5252		
					2	Establish Common Op Picture (COP)	150-MC-5315		
		C	C	Ap	3	Employ MC Information System	150-MC-5250		
					4	Integrate the MC Information System	150-MC-5251		
					5	Conduct Information Protection	150-MC-5010		
					6	Operate the MC Network	150-MC-5003		
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation							*Opns Process for Bn and up; TLP for Co and lower		
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard							Gray shaded areas do not apply to this cohort area		

Professional Competence ALA for Corporals and Sergeants

GLOs		Educational Terminal Learning Objectives (TLO)				S I O		Associated Training Tasks		Reference		
ADP /ADRP 3-0 Combined Arms during Unified Land Opns	1. Recall Decisive Action components. K-K .					K	K	K	1	Describe Decisive Action	150-LDR-5034	
										1.1	^g Conduct Force Projection (Div)	71-DIV-7300
										1.2	^g Conduct Force Projection (Corps)	71-CORP-7300
										1.3	^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
										1.4	^g Conduct Shaping Operations (Corps)	71-CORP-1270
						Tm-Sqd				1.5	^g Conduct Area Security (Div)	71-DIV-6500
										1.6	^g Conduct MC for Theater (TA)	71-TA-5100
										1.7	^g Conduct RSOI (TA)	71-TA-1130
										1.8	^g Coordinate Support for Theater (TA)	71-TA-5450
										1.9	^g Establish Intel Interoperability (TA)	71-TA-2500
	2. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to offensive operations. C-Ap .					C	C	Ap	2	Describe Offensive Operations	150-LDR-5030	
						Tm-Sqd				2.1	^g Conduct Attack (Div)	71-DIV-7120
										2.2	^g Conduct Attack (Corps)	71-CORP-7120
										2.3	^g Conduct Forcile Entry (Div)	71-DIV-1340
										2.4	^g Conduct Forcile Entry (Corps)	71-CORP-1340
						Tm-Sqd				2.5	^g Conduct Movement to Contact (Div)	71-DIV-7110
	3. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to defensive operations. C-Ap .					C	C	Ap	3	Describe Defensive Operations	150-LDR-5031	
						Tm-Sqd				3.1	^g Conduct Defense (Div)	71-DIV-7222
										3.2	^g Conduct Defense (Corps)	71-CORP-7222
	4. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to stability operations. C-Ap .					C	C	Ap	4	Describe Stability Operations	150-LDR-5032	
										4.1	^g Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to defense support to civil authorities. C- Ap .					C	C	Ap	5	Describe Defense Support to Civil Auth	150-LDR-5033	
										6	Integrate Offensive Cyberspace Ops	150-MC-8013
									7	Integrate Defensive Cyberspace Ops	150-MC-8019	
8. Describe common and MOS tasks relevant to the conduct of DODIN Operations to include Cybersecurity K-Ap .						K	K	Ap	8	Conduct DODIN Operations	150-MC-8017	

Army Profession and Leadership ALA for Corporals and Sergeants

GLOs		Educational Terminal Learning Objectives (TLO)				S	I	O	Associated Training Tasks	Reference	
ADP /ADRP 1	Army Profession	1. Identify key concepts of the Army Profession K-K .				K	K	K	1	Identify characteristics of the Army as a Profession	150-MC-8006
		2. Employ the Army Ethic. K-Ap .				K	K	Ap	2	Apply the Army Ethic	150-MC-8008
		3. Identify key concepts of Character Development . K-K .				K	K	K	3	Analyze Army Character Development	150-MC-8009
ADP 6-22	Army Leadership	4. Define an Army leader and the purpose of leadership. Apply leadership Tm-Sqd C-Ap .				K	C	Ap	4	Compare Leadership with Command	150-MC-8007
		5. Recall the three attributes and three competencies of Leadership Requirements Model. Apply at Tm-Sqd C-Ap .				C	C	Ap	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Define Counselling, coaching, and mentoring. Apply Tm-Sqd C-Ap .				K	C	Ap	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Corporals and Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks		Reference
Human Dimension	1. Define aspects of critical-creative thinking and problem solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap .	K	C	Ap	1	Apply Critical Thinking	150-MC-8012
		K	C	Ap	2	Conduct Problem Solving	150-MC-8010
	2. Describe active listening, negotiation, verbal and written communication skills. Apply at Sqd-Plt C-Ap .				3	Apply Strategic Thinking	150-MC-8016
					4	Apply Group Think Mitigation	150-MC-8011
	3. Describe cutural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap .	K	C	Ap	5	Communicate Effectively	150-MC-8002
		K	C	Ap	6	Conduct Negotiations	150-MC-8003
	4. Describe the five dimensions of comprehensive fitness, and resiliency skills . Apply Sqd-Plt C-Ap .	K	C	Ap	7	Identify Operational Culture	150-MC-8001
		K	C	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap .	K	C	Ap	9	Conduct Self Development	150-MC-8005
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation					® Div / Corps / Theater Army; METL Tasks		
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard					Gray shaded areas do not apply to this cohort area		

Mission Command ALA for Staff Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference		
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy 1. Explain the six principles of the MC Philosophy; apply at Sqd/Plt. C-Ap.	C	C	Ap	1	Build teams thru mutual trust	150-LDR-5001	
		C	C	Ap	2	Create Shared Understanding	150-LDR-5007	
		C	C	Ap	3	Provide the Commander's Intent	150-LDR-5004	
		C	C	Ap	4	Exercise Disciplined Initiative	150-LDR-5006	
		C	C	Ap	5	Use Mission Order Technique	150-LDR-5003	
		C	C	Ap	6	Accept Prudent Risk	150-LDR-5002	
	MC Cdr/Ldr Tasks 2. Analyze TLP, and how to develop teams; Apply At Sqd/Plt. An-Ap.	C	C	Ap	1	Lead the Operations Process	150-LDR-5100	
		C	C	Ap	2	Inform & Influence Relevant Audiences	150-LDR-5005	
		C	C	Ap	3	Develop Teams within Unit and UAP	150-LDR-5001	
		C	C	Ap	4	Conduct Pre-Combat Inspections	150-LDR-5022	
		C	C	Ap	5	Organize the Staff for Operations	150-LDR-5013	
		C	C	Ap	6	Direct Rapid Decision & Sync Process	150-LDR-5014	
		C	An	Ap	7	* Conduct Troop Leading Procedures*	150-LDR-5012	
	MC Staff Tasks 3. Identify the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn C-Ap. 4. Define the operations process components (plan, prepare, execute, assess). C-Ap. 5. Translate a Plt OPORD and Produce a Sqd OPORD/ FRAGO. C-Ap	K	C	Ap	1	* Conduct the MC Opns Process (OPF, OPN, COORD, TLP)*	71-BDE-5100*	
		K	C	Ap	Plan	1.1	Participate in Army Design Methodology	150-MC-8018
		K	C	Ap		1.2	Participate in MDMP	150-MC-5111
		K	C	Ap		1.3	Develop a Running Estimate	150-MC-5144
		K	C	Ap		1.4	Provide Input for IPB	150-MC-2210
		K	C	Ap		1.5	Organize staff as CoS, XO, DCO	150-MC-0000
		K	C	Ap		1.6	Perform Information Collection	150-MC-2300
		K	C	Ap		1.7	Participate in Receipt of a Mission	150-MC-5110
		K	C	Ap		1.8	Participate in Mission Analysis	150-MC-5112
		K	C	Ap		1.9	Recommend the CCIR	150-MC-5113
		K	C	Ap		1.10	Participate in COA Development	150-MC-5114
		K	C	Ap		1.11	Participate in COA Analysis	150-MC-5115
		K	C	Ap		1.12	Participate in COA Comparison	150-MC-5116
		K	C	Ap		1.13	Conduct a COA Decision Brief	150-MC-5009
		K	C	Ap		1.14	Prepare a Warning Order	150-MC-5117
		K	C	Ap		1.15	Participate in COA Approval	150-MC-5121
		K	C	Ap		1.16	Prepare an Operations Order	150-MC-5119
		C	C	Ap		1.17	Conduct Risk Management	150-MC-5145
		C	C	Ap	Prep	1.18	Perform a Rehearsal	150-MC-5122
		C	C	Ap		1.19	Prepare a Fragmentary Order	150-MC-5125
						1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
						1.21	Assist Command Post Operations	150-MC-5200
						1.22	Displace the Command Posts	150-MC-5201
		K	Ap	Ap		1.23	Employ Operations Security	150-MC-6111
						1.24	Conduct Military Deception Opns	150-MC-5127
						1.25	Control Tactical Airspace	150-MC-5715
						1.26	Develop Civil Affairs Annex	150-MC-5400
		K	C	Ap		Assess	1.27	Assess the Current Situation
		K	C	Ap	1.28		Refine the Plan	150-MC-5124
						2	Employ Info Related Capabilities	150-MC-5320
						3	Employ KM Processes	150-MC-7654
						4	Coordinate CEMA	150-MC-5900
MC System 6. Correlate Sqd/Plt MC system components; Employ MOS MC info systems. An-Ap. 7. Identify Tm/Sqd MC system components; Employ MOS MC Info systems. C-Ap.	C	An	Ap	1	Establish the MC System	150-LDR-5252		
				2	Establish Common Op Picture (COP)	150-MC-5315		
	C	An	Ap	3	Employ MC Information System	150-MC-5250		
				4	Integrate the MC Information System	150-MC-5251		
				5	Conduct Information Protection	150-MC-5010		
				6	Operate the MC Network	150-MC-5003		
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation					*Opns Process for Bn and up; TLP for Co and lower			
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard					Gray shaded areas do not apply to this cohort area			

Professional Competence ALA for Staff Sergeants

Professional Competence Area for Staff Sergeants																
GLOs		Educational Terminal Learning Objectives (TLO)				S		I		O		Associated Training Tasks		Reference		
ADP/ADRP 3-0 Combined Arms during Unified Land Opns	1. Explain Decisive Action components. C-Ap.	C	C	Ap	1							Describe Decisive Action		150-LDR-5034		
												1.1	^g Conduct Force Projection (Div)		71-DIV-7300	
													1.2	^g Conduct Force Projection (Corps)		71-CORP-7300
													1.3	^g Conduct Campaign/Land Cbt Opns (Corps)		71-CORP-7000
													1.4	^g Conduct Shaping Operations (Corps)		71-CORP-1270
						Sqd-Plt							1.5	^g Conduct Area Security (Div)		71-DIV-6500
													1.6	^g Conduct MC for Theater (TA)		71-TA-5100
													1.7	^g Conduct RSOI (TA)		71-TA-1130
													1.8	^g Coordinate Support for Theater (TA)		71-TA-5450
													1.9	^g Establish Intel Interoperability (TA)		71-TA-2500
	2. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to offensive operations. C-Ap.	C	C	Ap	2								Describe Offensive Operations		150-LDR-5030	
						Sqd-Plt							2.1	^g Conduct Attack (Div)		71-DIV-7120
													2.2	^g Conduct Attack (Corps)		71-CORP-7120
													2.3	^g Conduct Forcile Entry (Div)		71-DIV-1340
													2.4	^g Conduct Forcile Entry (Corps)		71-CORP-1340
						Sqd-Plt							2.5	^g Conduct Movement to Contact (Div)		71-DIV-7110
	3. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to defensive operations. C-Ap.	C	C	Ap	3								Describe Defensive Operations		150-LDR-5031	
						Sqd-Plt							3.1	^g Conduct Defense (Div)		71-DIV-7222
													3.2	^g Conduct Defense (Corps)		71-CORP-7222
	4. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to stability operations. C-Ap.	C	C	Ap	4								Describe Stability Operations		150-LDR-5032	
													4.1	^g Conduct Theater Security Cooperation (TA)		71-TA-5711
	5. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to defense support to civil authorities. C-Ap.	C	C	Ap	5								Describe Defense Support to Civil Auth		150-LDR-5033	
													6	Integrate Offensive Cyberspace Ops		150-MC-8013
													7	Integrate Defensive Cyberspace Ops		150-MC-8019
	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	C	C	Ap	8								Conduct DODIN Operations		150-MC-8017	

Army Profession and Leadership ALA for Staff Sergeants

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference
ADP/ADRP 1	Army Profession	1. Communicate key concepts of the Army Profession C-C.	C	C	C	1	Identify characteristics of the Army as a Profession	150-MC-8006	
		2. Employ Ethical Reasoning C-Ap.	C	C	Ap	2	Apply the Army Ethic	150-MC-8008	
		3. Employ Character Development C-Ap.	C	C	Ap	3	Analyze Army Character Development	150-MC-8009	
ADP 6-22	Army Leadership	4. Describe command and leadership. Apply leadership Sqd-Plt C-Ap	C	C	Ap	4	Compare Leadership with Command	150-MC-8007	
		5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at Sqd-Plt C-Ap.	C	C	Ap	5	Analyze the Army Leader Requirements Model	150-MC-8014	
		6. Describe Counselling, coaching, and mentoring. Apply at Sqd-Plt C-Ap.	C	C	Ap	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015	

Human Dimension ALA for Staff Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks		Reference
Human Dimension	1. Identify critical-creative thinking components and problem solving (ACT, Risk Management). Apply at Plt-Co level and during TLP C-Ap.	C	C	Ap	1	Apply Critical Thinking	150-MC-8012
		C	C	Ap	2	Conduct Problem Solving	150-MC-8010
	2. Demonstrate active listening, negotiation, verbal and written communication skills. Apply at Sqd-Plt C-Ap.				3	Apply Strategic Thinking	150-MC-8016
					4	Apply Group Think Mitigation	150-MC-8011
	3. Explain cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap.	C	C	Ap	5	Communicate Effectively	150-MC-8002
		C	C	Ap	6	Conduct Negotiations	150-MC-8003
	4. Describe the five dimensions of comprehensive fitness, and resiliency skills. Apply Sqd-Plt C-Ap.	C	C	Ap	7	Identify Operational Culture	150-MC-8001
		C	C	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	C	C	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

^g Div / Corps / Theater Army; METL Tasks

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Sergeants First Class

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy	1. Analyze the six principles of the MC Philosophy; Apply at Plt/Co. An-Ap.	C	An	Ap	1	Build teams thru mutual trust	150-LDR-5001	
			C	An	Ap	2	Create Shared Understanding	150-LDR-5007	
			C	An	Ap	3	Provide the Commander's Intent	150-LDR-5004	
			C	An	Ap	4	Exercise Disciplined Initiative	150-LDR-5006	
			C	An	Ap	5	Use Mission Order Technique	150-LDR-5003	
			C	An	Ap	6	Accept Prudent Risk	150-LDR-5002	
	MC Cdr/Ldr Tasks	2. Synthesize TLP and how to develop teams; Apply At Plt/Co. S-Ap.	C	An	Ap	1	Lead the Operations Process	150-LDR-5100	
			C	An	Ap	2	Inform & Influence Relevant Audiences	150-LDR-5005	
			C	An	Ap	3	Develop Teams within Unit and UAP	150-LDR-5001	
			C	An	Ap	4	Conduct Pre-Combat Inspections	150-LDR-5022	
			C	S	Ap	5	Organize the Staff for Operations	150-LDR-5013	
			C	An	Ap	6	Direct Rapid Decision & Sync Process	150-LDR-5014	
			C	S	Ap	7	* Conduct Troop Leading Procedures*	150-LDR-5012	
	MC Staff Tasks	3. Analyze the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn. An-Ap. 4. Identify the operations process components (MDMP, Design Methodology, Risk Management); Apply at Bn. C-Ap. 5. Analyze a Co OPORD and produce a Plt OPORD/ FRAGO. An-Ap.	C	C	Ap	1	* Conduct the MC Opns Process (OPF/OPV/COOP/TA)*	71-BDE-5100*	
			C	C	Ap	1.1	Participate in Army Design Methodology	150-MC-8018	
			C	C	Ap	1.2	Participate in MDMP	150-MC-5111	
			C	C	Ap	1.3	Develop a Running Estimate	150-MC-5144	
			C	C	Ap	1.4	Provide Input for IPB	150-MC-2210	
			C	C	Ap	1.5	Organize staff as CoS, XO, DCO	150-MC-0000	
			C	C	Ap	1.6	Perform Information Collection	150-MC-2300	
			C	C	Ap	1.7	Participate in Receipt of a Mission	150-MC-5110	
			C	C	Ap	1.8	Participate in Mission Analysis	150-MC-5112	
			C	C	Ap	1.9	Recommend the CCIR	150-MC-5113	
			C	C	Ap	1.10	Participate in COA Development	150-MC-5114	
			C	C	Ap	1.11	Participate in COA Analysis	150-MC-5115	
			C	C	Ap	1.12	Participate in COA Comparison	150-MC-5116	
			C	C	Ap	1.13	Conduct a COA Decision Brief	150-MC-5009	
			C	An	Ap	1.14	Prepare a Warning Order	150-MC-5117	
			C	C	Ap	1.15	Participate in COA Approval	150-MC-5121	
			C	An	Ap	1.16	Prepare an Operations Order	150-MC-5119	
			C	An	Ap	1.17	Conduct Risk Management	150-MC-5145	
			C	An	An	1.18	Perform a Rehearsal	150-MC-5122	
			C	An	Ap	1.19	Prepare a Fragmentary Order	150-MC-5125	
			C	C	Ap	1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131	
			C	C	Ap	1.21	Assist Command Post Operations	150-MC-5200	
			C	C	Ap	1.22	Displace the Command Posts	150-MC-5201	
			C	An	An	1.23	Employ Operations Security	150-MC-6111	
				C	C	1.24	Conduct Military Deception Opns	150-MC-5127	
			K	C	C	1.25	Control Tactical Airspace	150-MC-5715	
				C	C	1.26	Develop Civil Affairs Annex	150-MC-5400	
C			K	K	1.27	Assess the Current Situation	150-MC-5130		
C			C	Ap	1.28	Refine the Plan	150-MC-5124		
C			An	Ap	2	Employ Info Related Capabilities	150-MC-5320		
C			An	Ap	3	Employ KM Processes	150-MC-7654		
C			An	Ap	4	Coordinate CEMA	150-MC-5900		
MC System	6. Correlate Plt/Co MC system components; Employ Bn MC info systems. An-Ap. 7. Describe the eight minimum information requirements for a Common Operational Picture (COP). C-Ap. 8. Correlate Plt/Co MC system components; Employ Bn MC info systems. An-Ap.	C	An	Ap	1	Establish the MC System	150-LDR-5252		
		K	K	K	2	Establish Common Op Picture (COP)	150-MC-5315		
		C	An	Ap	3	Employ MC Information System	150-MC-5250		
		K	An	Ap	4	Integrate the MC Information System	150-MC-5251		
			C	C	5	Conduct Information Protection	150-MC-5010		
			C	C	6	Operate the MC Network	150-MC-5003		
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation								*Opns Process for Bn and up; TLP for Co and lower	
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard								Gray shaded areas do not apply to this cohort area	

Professional Competence ALA for Sergeants First Class

Professional Competencies for Non-Commissioned Officers First Class															
GLOs		Educational Terminal Learning Objectives (TLO)				S		I		O		Associated Training Tasks		Reference	
ADP/ADRP 3-9 Combined Arms during Unified Land Opns	1. Analyze Decisive Action components. An-Ap.	C	An	Ap	1							Describe Decisive Action		150-LDR-5034	
												1.1	^a Conduct Force Projection (Div)		71-DIV-7300
												1.2	^a Conduct Force Projection (Corps)		71-CORP-7300
												1.3	^a Conduct Campaign/Land Cbt Opns (Corps)		71-CORP-7000
												1.4	^a Conduct Shaping Operations (Corps)		71-CORP-1270
					Plt-Co							1.5	^a Conduct Area Security (Div)		71-DIV-6500
												1.6	^a Conduct MC for Theater (TA)		71-TA-5100
												1.7	^a Conduct RSOI (TA)		71-TA-1130
												1.8	^a Coordinate Support for Theater (TA)		71-TA-5450
												1.9	^a Establish Intel Interoperability (TA)		71-TA-2500
	2. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to offensive operations without supervision. An- Ap.	C	An	Ap	2							Describe Offensive Operations		150-LDR-5030	
					Plt-Co							2.1	^a Conduct Attack (Div)		71-DIV-7120
												2.2	^a Conduct Attack (Corps)		71-CORP-7120
												2.3	^a Conduct Forcile Entry (Div)		71-DIV-1340
												2.4	^a Conduct Forcile Entry (Corps)		71-CORP-1340
					Plt-Co							2.5	^a Conduct Movement to Contact (Div)		71-DIV-7110
	3. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to defensive operations without supervision. An- Ap.	C	An	Ap	3							Describe Defensive Operations		150-LDR-5031	
					Plt-Co							3.1	^a Conduct Defense (Div)		71-DIV-7222
												3.2	^a Conduct Defense (Corps)		71-CORP-7222
	4. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to stability operations without supervision. An- Ap.	C	An	Ap	4							Describe Stability Operations		150-LDR-5032	
												4.1	^a Conduct Theater Security Cooperation (TA)		71-TA-5711
	5. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to defense support to civil authorities. An- Ap.	C	An	Ap	5							Describe Defense Support to Civil Auth		150-LDR-5033	
	6. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to the integration of Offensive Cyberspace Operations An- Ap.	K	C	Ap	6							Integrate Offensive Cyberspace Ops		150-MC-8013	
	7. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to the conduct of Defensive Cyberspace Operations An- Ap.	K	C	Ap	7							Integrate Defensive Cyberspace Ops		150-MC-8019	
	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	K	C	Ap	8							Conduct DODIN Operations		150-MC-8017	

Army Profession and Leadership ALA for Sergeants First Class

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks		Reference
ADP/ADRP 1	Army Profession	1. Examine key concepts of the Army Profession . An-An.			C	An	An	1	Identify characteristics of the Army as a Profession	150-MC-8006
		2. Examine the Army Ethic. An-An.			C	An	An	2	Apply the Army Ethic	150-MC-8008
		3. Integrate Character Development into unit activities An-An.			C	An	An	3	Analyze Army Character Development	150-MC-8009
ADP 6-22	Army Leadership	4. Analyze command and leadership. Apply leadership Plt-Co An-Ap.			C	An	Ap	4	Compare Leadership with Command	150-MC-8007
		5. Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Plt-Co An-Ap.			C	An	Ap	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Correlate Counselling, coaching, and mentoring. Apply at Plt-Co An-Ap.			C	An	Ap	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Sergeants First Class

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
Human Dimension	1. Analyze critical -creative thinking components and problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn MDMP. An-Ap.	C	An	Ap	1	Apply Critical Thinking	150-MC-8012
		C	An	Ap	2	Conduct Problem Solving	150-MC-8010
	2. Analyze active listening, negotiation, verbal and written communication skills. Apply at Plt-Co An-Ap.				3	Apply Strategic Thinking	150-MC-8016
		C	An	Ap	4	Apply Group Think Mitigation	150-MC-8011
	3. Analyze cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Plt-Co S-Ap.	C	An	Ap	5	Communicate Effectively	150-MC-8002
		C	An	Ap	6	Conduct Negotiations	150-MC-8003
	4. Correlate the five dimension of comprehensive fitness, and resiliency skills. Apply Plt-Co An-Ap.	C	S	Ap	7	Identify Operational Culture	150-MC-8001
		C	An	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply: Self An-Ap.	C	An	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^a Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Master Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy	An	S	Ap	1	Build teams thru mutual trust	150-LDR-5001
		An	An	S	2	Create Shared Understanding	150-LDR-5007
		An	S	Ap	3	Provide the Commander's Intent	150-LDR-5004
		An	S	Ap	4	Exercise Disciplined Initiative	150-LDR-5006
		An	An	S	5	Use Mission Order Technique	150-LDR-5003
		An	S	Ap	6	Accept Prudent Risk	150-LDR-5002
	MC Cdr/Ldr Tasks	C	S	S	1	Lead the Operations Process	150-LDR-5100
		C	S	S	2	Inform & Influence Relevant Audiences	150-LDR-5005
		C	S	Ap	3	Develop Teams within Unit and UAP	150-LDR-5001
		K	C	Ap	4	Conduct Pre-Combat Inspections	150-LDR-5022
		C	C	An	5	Organize the Staff for Operations	150-LDR-5013
		Ap	S	Ap	6	Direct Rapid Decision & Sync Process	150-LDR-5014
		An	S	Ap	7	* Conduct Troop Leading Procedures*	150-LDR-5012
	MC Staff Tasks	C	An	S	1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
		C	An	Ap	Plan	1.1 Participate in Army Design Methodology	150-MC-8018
		C	An	Ap		1.2 Participate in MDMP	150-MC-5111
		C	An	Ap		1.3 Develop a Running Estimate	150-MC-5144
		C	An	Ap		1.4 Provide Input for IPB	150-MC-2210
		C	An	Ap		1.5 Organize staff as CoS, XO, DCO	150-MC-0000
		C	An	Ap		1.6 Perform Information Collection	150-MC-2300
		C	An	Ap		1.7 Participate in Receipt of a Mission	150-MC-5110
		C	An	Ap		1.8 Participate in Mission Analysis	150-MC-5112
		C	An	Ap		1.9 Recommend the CCIR	150-MC-5113
		C	An	Ap		1.10 Participate in COA Development	150-MC-5114
		C	An	Ap		1.11 Participate in COA Analysis	150-MC-5115
		C	An	Ap		1.12 Participate in COA Comparison	150-MC-5116
		C	An	Ap		1.13 Conduct a COA Decision Brief	150-MC-5009
		C	An	Ap		1.14 Prepare a Warning Order	150-MC-5117
		C	An	Ap		1.15 Participate in COA Approval	150-MC-5121
		C	An	Ap		1.16 Prepare an Operations Order	150-MC-5119
C		S	An	1.17 Conduct Risk Management		150-MC-5145	
C		S	E	Prep	1.18 Perform a Rehearsal	150-MC-5122	
C		An	Ap		1.19 Prepare a Fragmentary Order	150-MC-5125	
C		An	Ap		1.20 Assist Cdr in Executing Tactical Opns	150-MC-5131	
C		An	Ap	Execute	1.21 Assist Command Post Operations	150-MC-5200	
C		An	Ap		1.22 Displace the Command Posts	150-MC-5201	
AP		An	Ap		1.23 Employ Operations Security	150-MC-6111	
S		An	Ap		1.24 Conduct Military Deception Opns	150-MC-5127	
S		An	Ap		1.25 Control Tactical Airspace	150-MC-5715	
S		An	Ap		1.26 Develop Civil Affairs Annex	150-MC-5400	
C		C	C		Assess	1.27 Assess the Current Situation	150-MC-5130
C		An	Ap	1.28 Refine the Plan		150-MC-5124	
C	S	AP	2	Employ Info Related Capabilities	150-MC-5320		
C	S	Ap	3	Employ KM Processes	150-MC-7654		
C	S	Ap	4	Coordinate CEMA	150-MC-5900		
MC System	6. Organize Co MC system components; Employ Bn MC info systems. S-Ap. 7. Analyze how COP utilization during all phases of the operations process. C-Ap. 8. Organize Co MC system components; Employ Bn MC info systems. S-Ap.	C	S	Ap	1	Establish the MC System	150-LDR-5252
		C	S	Ap	2	Establish Common Op Picture (COP)	150-MC-5315
		C	S	Ap	3	Employ MC Information System	150-MC-5250
		C	S	Ap	4	Integrate the MC Information System	150-MC-5251
		C	An	Ap	5	Conduct Information Protection	150-MC-5010
		C	An	Ap	6	Operate the MC Network	150-MC-5003
K-Knowledge, C-Comprehension, Ap-Application, AN-Analysis, S-Synthesis, E-Evaluation					*Opns Process for Bn and up; TLP for Co and lower		
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard					Gray shaded areas do not apply to this cohort area		

K-Knowledge, C-Comprehension, Ap-Application, AN-Analysis, S-Synthesis, E-Evaluation

*Opns Process for Bn and up; TLP for Co and lower

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Master Sergeants

GLOs		Educational Terminal Learning Objectives (TLO)				S I O		Associated Training Tasks		Reference
ADP//ADRP 3-9 Combined Arms during Unified Land Opns	1. Synthesize Decisive Action components S-S .	C	S	S	1			Describe Decisive Action		150-LDR-5034
		Co-Bn						1.1	^g Conduct Force Projection (Div)	71-DIV-7300
								1.2	^g Conduct Force Projection (Corps)	71-CORP-7300
								1.3	^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
								1.4	^g Conduct Shaping Operations (Corps)	71-CORP-1270
		C	S	S	1.5				^g Conduct Area Security (Div)	71-DIV-6500
		Co-Bn						1.6	^g Conduct MC for Theater (TA)	71-TA-5100
		C	S	S	1.7				^g Conduct RSOI (TA)	71-TA-1130
								1.8	^g Coordinate Support for Theater (TA)	71-TA-5450
		C	S	S	1.9				^g Establish Intel Interoperability (TA)	71-TA-2500
	2. Synthesize and Develop Offensive Operations S-S .	C	An	Ap	2				Describe Offensive Operations	150-LDR-5030
								2.1	^g Conduct Attack (Div)	71-DIV-7120
		C	An	Ap	2.2				^g Conduct Attack (Corps)	71-CORP-7120
		C	An	Ap	2.3				^g Conduct Forcile Entry (Div)	71-DIV-1340
		C	An	Ap	2.4				^g Conduct Forcile Entry (Corps)	71-CORP-1340
		Co-Bn						2.5	^g Conduct Movement to Contact (Div)	71-DIV-7110
	3. Synthesize and Develop Defensive Operations S-S .	C	S	S	3				Describe Defensive Operations	150-LDR-5031
		Co-Bn						3.1	^g Conduct Defense (Div)	71-DIV-7222
								3.2	^g Conduct Defense (Corps)	71-CORP-7222
	4. Synthesize and Develop Stability Operations S-S .	C	S	S	4				Describe Stability Operations	150-LDR-5032
								4.1	^g Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Synthesize and Develop Defense Support to Civil Authorities S-S .	C	S	S	5				Describe Defense Support to Civil Auth	150-LDR-5033
	6. Analyze common tasks relevant to the integration of Offensive Cyberspace Operations An- Ap .	C	An	Ap	6				Integrate Offensive Cyberspace Ops	150-MC-8013
	7. Analyze common tasks relevant to the conduct of Defensive Cyberspace Operations An- Ap .	C	An	Ap	7				Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity An- Ap .	C	An	Ap	8				Conduct DODIN Operations	150-MC-8017

Professional Competence ALA for Master Sergeants

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference
ADP/ADRP 1	Army Profession	1. Align organizational programs, policies, and processes with the Army Profession. S-S .	C	S	S	1		Identify characteristics of the Army as a Profession	150-MC-8006
		2. Employ the Army Ethic at the Organizational Level. S-S .	C	S	S	2		Apply the Army Ethic	150-MC-8008
		3. Integrate Character Development into Organizational Programs. S-S .	C	S	S	3		Analyze Army Character Development	150-MC-8009
ADP 6-22	Army Leadership	4. Synthesize the three levels of leadership. Apply leadership Co-Bn S-Ap .	C	S	Ap	4		Compare Leadership with Command	150-MC-8007
		5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Co-Bn S-Ap .	C	S	Ap	5		Analyze the Army Leader Requirements Model	150-MC-8014
		6. Synthesize Counselling, coaching, and mentoring. Apply at Co-Bn S-Ap .	C	S	Ap	6		Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Master Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
Human Dimension	1. Synthesize critical - creative thinking components (design), and problem solving (ACT, Risk Management, GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap .	C	S	Ap	1	Apply Critical Thinking	150-MC-8012
		C	S	Ap	2	Conduct Problem Solving	150-MC-8010
	2. Synthesize active listening, negotiation, verbal and written communication skills. Apply at Co-Bn S-Ap .	C	S	Ap	3	Apply Strategic Thinking	150-MC-8016
		C	S	Ap	4	Apply Group Think Mitigation	150-MC-8011
	3. Synthesize cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap .	C	S	Ap	5	Communicate Effectively	150-MC-8002
		C	S	Ap	6	Conduct Negotiations	150-MC-8003
	4. Synthesize the five dimensions of comprehensive fitness, and resiliency skills. Apply Co-Bn S-Ap .	C	S	Ap	7	Identify Operational Culture	150-MC-8001
		C	S	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-Ap .	C	S	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, AN-Analysis, S-Synthesis, E-Evaluation

^g Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Sergeants Major and Command Sergeants Major

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy 1. Assess the six principles of the MC Philosophy: Apply at Bn-higher. E-E .	An	E	Ap	1 Build teams thru mutual trust	150-LDR-5001
		An	E	Ap	2 Create Shared Understanding	150-LDR-5007
		An	E	Ap	3 Provide the Commander's Intent	150-LDR-5004
		An	E	Ap	4 Exercise Disciplined Initiative	150-LDR-5006
		An	E	Ap	5 Use Mission Order Technique	150-LDR-5003
		S	E	Ap	6 Accept Prudent Risk	150-LDR-5002
	MC Cdr/Ldr Tasks 2. Synthesize Co TLP and how to develop Teams at Bn-higher; S-S .	C	S	S	1 Lead the Operations Process	150-LDR-5100
		C	S	S	2 Inform & Influence Relevant Audiences	150-LDR-5005
		C	S	Ap	3 Develop Teams within Unit and UAP	150-LDR-5001
		C	An	Ap	4 Conduct Pre-Combat Inspections	150-LDR-5022
		An	S	S	5 Organize the Staff for Operations	150-LDR-5013
		An	S	S	6 Direct Rapid Decision & Sync Process	150-LDR-5014
		An	S	S	7 * Conduct Troop Leading Procedures*	150-LDR-5012
	MC Staff Tasks 3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Assess Bn-higher E-E . 4. Synthesize Bn-higher operations process components (plan, prepare, execute, assess); Assess at Bn-higher. S-E . 5. Analyze a Bde OPORD and produce a Bn OPORD/ FRAGO. An-Ap .	C	S	E	1 * Conduct the MC Opns Process (OPF/OPW/COOP/TA)*	71-BDE-5100*
		C	S	E	1.1 Participate in Army Design Methodology	150-MC-8018
		C	S	E	1.2 Participate in MDMP	150-MC-5111
		C	S	E	1.3 Develop a Running Estimate	150-MC-5144
		C	S	E	1.4 Provide Input for IPB	150-MC-2210
		C	S	E	1.5 Organize staff as CoS, XO, DCO	150-MC-0000
		C	S	E	1.6 Perform Information Collection	150-MC-2300
		C	S	E	1.7 Participate in Receipt of a Mission	150-MC-5110
		C	S	E	1.8 Participate in Mission Analysis	150-MC-5112
		C	S	E	1.9 Recommend the CCIR	150-MC-5113
		C	S	E	1.10 Participate in COA Development	150-MC-5114
		C	S	E	1.11 Participate in COA Analysis	150-MC-5115
		C	S	E	1.12 Participate in COA Comparison	150-MC-5116
		C	S	E	1.13 Conduct a COA Decision Brief	150-MC-5009
		C	S	E	1.14 Prepare a Warning Order	150-MC-5117
		C	S	E	1.15 Participate in COA Approval	150-MC-5121
		C	An	Ap	1.16 Prepare an Operations Order	150-MC-5119
		C	An	E	1.17 Conduct Risk Management	150-MC-5145
		C	S	E	1.18 Perform a Rehearsal	150-MC-5122
		C	An	Ap	1.19 Prepare a Fragmentary Order	150-MC-5125
		C	S	E	1.20 Assist Cdr in Executing Tactical Opns	150-MC-5131
		C	S	E	1.21 Assist Command Post Operations	150-MC-5200
		C	S	E	1.22 Displace the Command Posts	150-MC-5201
		C	S	E	1.23 Employ Operations Security	150-MC-6111
		C	S	Ap	1.24 Conduct Military Deception Opns	150-MC-5127
		C	S	Ap	1.25 Control Tactical Airspace	150-MC-5715
		C	S	Ap	1.26 Develop Civil Affairs Annex	150-MC-5400
		C	An	Ap	1.27 Assess the Current Situation	150-MC-5130
		C	S	E	1.28 Refine the Plan	150-MC-5124
	MC System 6. Assess Bn MC system components; Employ higher MC info systems. E-Ap . 7. Synthesize the five COP components; Assess the COP at Bn-higher. S-E . 8. Assess Bn MC system components; Employ higher MC info systems. E-Ap .	C	E	E	2 Employ Info Related Capabilities	150-MC-5320
		C	E	E	3 Employ KM Processes	150-MC-7654
		C	E	E	4 Coordinate CEMA	150-MC-5900
		C	E	Ap	1 Establish the MC System	150-LDR-5252
		C	E	Ap	2 Establish Common Op Picture (COP)	150-MC-5315
		C	S	Ap	3 Employ MC Information System	150-MC-5250
		C	E	Ap	4 Integrate the MC Information System	150-MC-5251
		C	S	Ap	5 Conduct Information Protection	150-MC-5010
		C	S	Ap	6 Operate the MC Network	150-MC-5003

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

*Opns Process for Bn and up; TLP for Co and lower

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Sergeants Major and Command Sergeants Major

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-9 Combined Arms during Unified Land Opns	1. Synthesize Decisive Action BN-Higher S-S .		C	S	S	1		Describe Decisive Action	150-LDR-5034
			C	S	S	1.1	^g Conduct Force Projection (Div)	71-DIV-7300	
			C	S	S	1.2	^g Conduct Force Projection (Corps)	71-CORP-7300	
			C	S	S	1.3	^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000	
			C	S	S	1.4	^g Conduct Shaping Operations (Corps)	71-CORP-1270	
			C	S	S	1.5	^g Conduct Area Security (Div)	71-DIV-6500	
			C	S	S	1.6	^g Conduct MC for Theater (TA)	71-TA-5100	
			C	S	S	1.7	^g Conduct RSOI (TA)	71-TA-1130	
			C	S	S	1.8	^g Coordinate Support for Theater (TA)	71-TA-5450	
			C	S	S	1.9	^g Establish Intel. Interoperability (TA)	71-TA-2500	
	2. Synthesize and Develop Offensive Operations S-S .		C	S	S	2		Describe Offensive Operations	150-LDR-5030
			C	S	S	2.1	^g Conduct Attack (Div)	71-DIV-7120	
			C	S	S	2.2	^g Conduct Attack (Corps)	71-CORP-7120	
			C	S	S	2.3	^g Conduct Forcible Entry (Div)	71-DIV-1340	
			C	S	S	2.4	^g Conduct Forcible Entry (Corps)	71-CORP-1340	
			C	S	S	2.5	^g Conduct Movement to Contact (Div)	71-DIV-7110	
	3. Synthesize and Develop Defensive Operations S-S .		C	S	S	3		Describe Defensive Operations	150-LDR-5031
			C	S	S	3.1	^g Conduct Defense (Div)	71-DIV-7222	
			C	S	S	3.2	^g Conduct Defense (Corps)	71-CORP-7222	
	4. Synthesize and Develop Stability Operations S-S .		C	S	S	4		Describe Stability Operations	150-LDR-5032
			C	S	S	4.1	^g Conduct Theater Security Cooperation (TA)	71-TA-5711	
	5. Synthesize and Develop Defense Support to Civil Authorities S-S .		C	S	S	5		Describe Defense Support to Civil Auth	150-LDR-5033
	6. Synthesize and Apply the integration of Offensive Cyberspace Operations S-Ap .		C	S	Ap	6		Integrate Offensive Cyberspace Ops	150-MC-8013
	7. Synthesize and Apply the conduct of Defensive Cyberspace Operations S-Ap .		C	S	Ap	7		Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Synthesize and Apply the conduct of DODIN Operations to include Cybersecurity S-Ap .		C	S	Ap	8		Conduct DODIN Operations	150-MC-8017

Professional Competence ALA for Sergeants Major and Command Sergeants Major

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference
ADP/ADRP 1	Army Profession	1. Integrate Stewardship of the Profession into Army Culture E-E .	C	E	E	1	Identify characteristics of the Army as a Profession	150-MC-8006	
		2. Evaluate key issues affecting the Army Ethic E-E .	C	E	E	2	Apply the Army Ethic	150-MC-8008	
		3. Evaluate key issues affecting Character Development E-E .	C	E	E	3	Analyze Army Character Development	150-MC-8009	
ADP 6-22	Army Leadership	4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower E-E .	Ap	E	E	4	Compare Leadership with Command	150-MC-8007	
		5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E-E .	Ap	E	E	5	Analyze the Army Leader Requirements Model	150-MC-8014	
		6. Assess Counseling, coaching, and mentoring. Assess Bn-higher E-E .	Ap	E	E	6	Compare counseling, coaching, and mentoring	150-MC-8015	

Professional Competence ALA for Sergeants Major and Command Sergeants Major

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
Human Dimension	1. Assess critical - creative thinking components (ACT, Risk Management, GTM, ADM, Strategic Thinking). Evaluate critical thinking at Bn-higher MDMP. E-E .	C	E	E	1	Apply Critical Thinking	150-MC-8012
		C	E	E	2	Conduct Problem Solving	150-MC-8010
	2. Assess active listening, negotiation, verbal and written communication skills. Evaluate at Bn-higher E-E .	C	E	E	3	Apply Strategic Thinking	150-MC-8016
		C	E	E	4	Apply Group Think Mitigation	150-MC-8011
	3. Assess cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Evaluate Bn-higher E-E .	C	E	E	5	Communicate Effectively	150-MC-8002
		C	E	E	6	Conduct Negotiations	150-MC-8003
	4. Assess the five dimensions of comprehensive fitness, and resiliency skills. Evaluate Bn-higher E-E .	C	E	E	7	Identify Operational Culture	150-MC-8001
		C	E	E	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self, Assess Bn-higher. S-E .	C	S	E	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^g Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Recap of Terminal Learning Objectives for Noncommissioned Officers

ALA	GLOs	CPL-SGT	SSG	SFC	MSG-1SG	SGM-CSM
Mission Command	MC Philosophy	1. Identify the six principles of the MC Philosophy; Apply at Tm/Sqd. K-Ap.	1. Explain the six principles of the MC Philosophy; apply at Sqd/Plt. C-Ap.	1. Analyze the six principles of the MC Philosophy; apply at Plt/Co. An-Ap.	1. Synthesize the six principles of the MC Philosophy; apply at Co/Bn. S-Ap.	1. Assess the six principles of the MC Philosophy at Bn-higher. E-Ap.
	MC Warfighting Function CDR/LDR Tasks	2. Identify TLP; Apply at Tm. C-Ap.	2. Analyze TLP and how to develop teams; Apply At Sqd/Plt. An-Ap.	2. Synthesize TLP and how to develop teams; Apply At Plt/Co. S-Ap.	2. Synthesize TLP and how to develop teams at Co; Apply Plt TLPs. S-Ap.	2. Synthesize Co TLP and how to develop Teams at Bn-higher; S-S.
	MC Warfighting Function Staff Tasks		3. Identify the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn C-Ap.	3. Analyze the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn. An-Ap.	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn. S-Ap.	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Assess Bn-higher E-E.
			4. Define the operations process components (plan, prepare, execute, assess). C-Ap.	4. Identify the operations process components (MDMP, Design Methodology, Risk Management); apply at Bn. C-Ap.	4. Analyze operations process components (plan, prepare, execute, assess); apply at Bn higher. An-Ap.	4. Synthesize Bn-higher operations process components (plan, prepare, execute, assess); assess at Bn-higher. S-E.
		3. Recall the 5-paragraph OPORD; interpret a Sqd OPORD/FRAGO. K-C.	5. translate a Plt OPORD and produce a Sqd OPORD/ FRAGO. C-Ap	5. Analyze a Co OPORD and produce a Plt OPORD/ FRAGO. An-Ap.	5. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO. An-Ap.	5. Analyze a Bde OPORD and produce a Bn OPORD/ FRAGO. An-Ap.
	MC System	4. Identify Tm/Sqd MC system components; employ MOS MC info systems. C-Ap.	6. Correlate Sqd/Plt MC system components; employ MOS MC info systems. An-Ap.	6. Correlate Plt/Co MC system components; employ Bn MC info systems. An-Ap.	6. Organize Co MC system components; employ Bn MC info systems. S-Ap.	6. Assess Bn MC system components; employ higher MC info systems. E-Ap.
				7. Describe the eight minimum information requirements for a Common Operational Picture (COP). C-Ap.	7. Analyze how COP utilization during all phases of the operations process. C-Ap.	7. Synthesize the COP; Assess COP at Bn-higher S-E.
	MC Additional Tasks	5. Identify Tm/Sqd MC system components; employ MOS MC info systems. C-Ap.	7. Correlate Sqd/Plt MC system components; employ MOS MC info systems. An-Ap.	8. Correlate Plt/Co MC system components; employ Bn MC info systems. An-Ap.	8. Organize Co MC system components; employ Bn MC info systems. S-Ap.	8. Assess Bn MC system components; employ higher MC info systems. E-Ap.

ALA	GLOs	CPL-SGT	SSG	SFC	MSG-1SG	SGM-CSM
Unified Land Operations	Combined Arms in Unified Land Operations	1. Recall Decisive Action components. K-K.	1. Explain Decisive Action components. C-Ap.	1. Analyze Decisive Action components. An-Ap.	1. Synthesize Decisive Action components S-S.	1. Synthesize Decisive Action BN-Higher S-S.
		2. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to offensive operations. C-Ap.	2. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to offensive operations. C-Ap.	2. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to offensive operations without supervision. An-Ap.	2. Synthesize and Develop Offensive Operations S-S.	2. Synthesize and Develop Offensive Operations S-S.
		3. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to defensive operations. C-Ap.	3. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to defensive operations. C-Ap.	3. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to defensive operations without supervision. An-Ap.	3. Synthesize and Develop Defensive Operations S-S.	3. Synthesize and Develop Defensive Operations S-S.
		4. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to stability operations. C-Ap.	4. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to stability operations. C-Ap.	4. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to stability operations without supervision. An-Ap.	4. Synthesize and Develop Stability Operations S-S.	4. Synthesize and Develop Stability Operations S-S.
		5. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to defense support to civil authorities. C-Ap.	5. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to defense support to civil authorities. C-Ap.	5. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to defense support to civil authorities. An-Ap.	5. Synthesize and Develop Defense Support to Civil Authorities S-S.	5. Synthesize and Develop Defense Support to Civil Authorities S-S.
				6. Explain common tasks relevant to the integration of Offensive Cyberspace Operations C-Ap.	6. Analyze common tasks relevant to the integration of Offensive Cyberspace Operations An-Ap.	6. Synthesize and Apply the integration of Offensive Cyberspace Operations S-Ap.
				7. Explain common tasks relevant to the conduct of Defensive Cyberspace Operations C-Ap.	7. Analyze common tasks relevant to the conduct of Defensive Cyberspace Operations An-Ap.	7. Synthesize and Apply the conduct of Defensive Cyberspace Operations S-Ap.
		8. Describe common tasks relevant to the conduct of DODIN Operations to include Cybersecurity K-Ap.	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity An-Ap.	8. Synthesize and Apply the conduct of DODIN Operations to include Cybersecurity S-Ap.

Recap of Terminal Learning Objectives for Noncommissioned Officers (cont)

ALA	GLOs	CPL-SGT	SSG	SFC	MSG-1SG	SGM-CSM
Army Leadership and the Profession	Army Profession, Ethic, and Character Development	1. Identify key concepts of the Army Profession K-K.	1. Communicate key concepts of the Army Profession C-C.	1. Examine key concepts of the Army Profession . An-An.	1. Align organizational programs, policies, and processes with the Army Profession. S-S.	1. Integrate Stewardship of the Profession into Army Culture E-E.
		2. Employ the Army Ethic. K-Ap.	2. Employ Ethical Reasoning C-Ap.	2. Examine the Army Ethic. An-Ap.	2. Employ the Army Ethic at the Organizational Level S-S.	2. Evaluate key issues affecting the Army Ethic E-E.
		3. Identify key concepts of Character Development . K-K.	3. Employ Character Development C-Ap.	3. Integrate Character Development into unit activities An-An.	3. Integrate Character Development into Organizational Programs S-S.	3. Evaluate key issues affecting Character Development E-E.
	Army Leadership	4. Define an Army leader and the purpose of leadership. Apply leadership Tm-Sqd C-Ap.	4. Describe command and leadership. Apply leadership Sqd-Plt C-Ap.	4. Analyze command and leadership. Apply leadership Plt-Co An-Ap.	4. Synthesize the three levels of leadership. Apply leadership Co-Bn S-Ap.	4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower E-E.
		5. Recall the three attributes and three competencies of Leadership Requirements Model. Apply at Tm-Sqd C-Ap.	5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at Sqd-Plt C-Ap.	5. Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Plt-Co An-Ap.	5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Co-Bn S-Ap.	5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E-E.
		6. Define Counselling, coaching, and mentoring. Apply Tm-Sqd C-Ap.	6. Describe Counselling, coaching, and mentoring. Apply at Sqd-Plt C-Ap.	6. Correlate Counselling, coaching, and mentoring. Apply at Plt-Co An-Ap.	6. Synthesize Counselling, coaching, and mentoring. Apply at Co-Bn S-Ap.	6. Assess Counselling, coaching, and mentoring. Assess Bn-higher E-E.

ALA	GLOs	CPL-SGT	SSG	SFC	MSG-1SG	SGM-CSM
Human Dimension	Human Dimension	1. Define aspects of critical-creative thinking and problem solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap.	1. Identify critical-creative thinking components and problem solving (ACT, Risk Management). Apply at Plt-Co level and during TLP C-Ap.	1. Analyze critical -creative thinking components and problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn MDMP. An-Ap.	1. Synthesize critical - creative thinking components (design), and problem solving (ACT, Risk Management, GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	1. Assess critical - creative thinking components (ACT, Risk Management, GTM, ADM, Strategic Thinking). Evaluate critical thinking at Bn-higher MDMP. E-E.
		2. Describe active listening, negotiation, verbal and written communication skills. Apply at Tm-Sqd C-Ap.	2. Demonstrate active listening, negotiaton, verbal and written communication skills. Apply at Sqd-Plt C-Ap.	2. Analyze active listening, negotiation, verbal and written communication skills. Apply at Plt-Co An-Ap.	2. Synthesize active listening, negotiation, verbal and written communication skills. Apply at Co-Bn S-Ap.	2. Assess active listening, negotiation, verbal and written communication skills. Evaluate at Bn-higher E-E.
		3. Describe ctural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply TM-Sqd C-Ap.	3. Explain ctural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap.	3. Analyze ctural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Plt--Co S-Ap.	3. Sythesize ctural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap.	3. Assess ctural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Evaluate Bn-higher E-E.
		4. Describe the five dimensions of comprehensive fitness, and resiliency skills . Apply TM-Sqd C-Ap.	4. Describe the five dimensions of comprehensive fitness, and resiliency skills. Apply Sqd-Plt C-Ap.	4. Correlate the five dimension of comprehensive fitness, and resiliency skills. Apply Plt--Co An-Ap.	4. Synthesize the five dimensions of comprehensive fitness, and resiliency skills. Apply Co-Bn S-Ap.	4. Assess the five dimensions of comprehensive fitness, and resiliency skills. Evaluate Bn-higher E.
		5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	5. Decscribe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self An-Ap.	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-Ap.	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self, Assess Bn-higher. S-E.

Page left blank intentionally

Appendix E

Integrating Training and Education for Army Civilians

Contents

CES Foundation Course

Mission Command ALA for Civilian Foundation Course	E-2.
Professional Competence ALA for Civilian Foundation Course	E-3.
Army Profession and Leadership ALA for Civilian Foundation Course	E-3.
Human Dimension ALA for Civilian Foundation Course	E-3.

CES Basic Course (GS01-09)

Mission Command ALA for Civilian Basic Course (GS 01-09)	E-4.
Professional Competence ALA for Civilian Basic Course (GS 01-09)	E-5.
Army Profession ALA for Civilian Basic Course (GS 01-09)	E-5.
Human Dimension ALA for Civilian Basic Course (GS 01-09)	E-5.

CES Intermediate Course (GS10-12)

Mission Command ALA for Civilian Intermediate Course (GS 10-12)	E-6.
Professional Competence ALA for Civilian Intermediate Course (GS 10-12)	E-7.
Army Profession and Leadership ALA for Civilian Intermediate Course (GS 10-12)	E-7.
Human Dimension ALA for Civilian Intermediate Course (GS 10-12)	E-7.

CES Advanced Course (GS13-15)

Mission Command ALA for Civilian Advanced Course (GS 13-15)	E-8.
Professional Competence ALA for Civilian Advanced Course (GS 13-15)	E-9.
Army Profession and Leadership ALA for Civilian Advanced Course (GS 13-15)	E-9.
Human Dimension ALA for Civilian Advanced Course (GS 13-15)	E-9.

Recap of Terminal Learning Objectives for Army Civilians.....	E-10
--	-------------

Mission Command ALA for Civilian Foundation Course

GLOs		Educational Terminal Learning Objectives (TLO)			Associated Training Tasks		Reference		
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy	1. Identify the six principles of the MC Philosophy. K-K	K	K	K	1	Build teams thru mutual trust	150-LDR-5001	
			K	K	K	2	Create Shared Understanding	150-LDR-5007	
			K	K	K	3	Provide the Commander's Intent	150-LDR-5004	
			K	K	K	4	Exercise Disciplined Initiative	150-LDR-5006	
			K	K	K	5	Use Mission Order Technique	150-LDR-5003	
			K	K	K	6	Accept Prudent Risk	150-LDR-5002	
	MC Cdr/Ldr Tasks					1	Lead the Operations Process	150-LDR-5100	
						2	Inform & Influence Relevant Audiences	150-LDR-5005	
						3	Develop Teams within Unit and UAP	150-LDR-5001	
						4	Conduct Pre-Combat Inspections	150-LDR-5022	
						5	Organize the Staff for Operations	150-LDR-5013	
						6	Direct Rapid Decision & Sync Process	150-LDR-5014	
						7	* Conduct Troop Leading Procedures*	150-LDR-5012	
	MC Staff Tasks					1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*	
			Plan			1.1	Participate in Army Design Methodology	150-MC-8018	
						1.2	Participate in MDMP	150-MC-5111	
						1.3	Develop a Running Estimate	150-MC-5144	
						1.4	Provide Input for IPB	150-MC-2210	
						1.5	Organize staff as CoS, XO, DCO	150-MC-0000	
						1.6	Perform Information Collection	150-MC-2300	
						1.7	Participate in Receipt of a Mission	150-MC-5110	
						1.8	Participate in Mission Analysis	150-MC-5112	
						1.9	Recommend the CCIR	150-MC-5113	
						1.10	Participate in COA Development	150-MC-5114	
						1.11	Participate in COA Analysis	150-MC-5115	
						1.12	Participate in COA Comparison	150-MC-5116	
						1.13	Conduct a COA Decision Brief	150-MC-5009	
						1.14	Prepare a Warning Order	150-MC-5117	
						1.15	Participate in COA Approval	150-MC-5121	
						1.16	Prepare an Operations Order	150-MC-5119	
						1.17	Conduct Risk Management	150-MC-5145	
			Prep			1.18	Perform a Rehearsal	150-MC-5122	
						1.19	Prepare a Fragmentary Order	150-MC-5125	
				Execute			1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
							1.21	Assist Command Post Operations	150-MC-5200
						1.22	Displace the Command Posts	150-MC-5201	
						1.23	Employ Operations Security	150-MC-6111	
						1.24	Conduct Military Deception Opns	150-MC-5127	
						1.25	Control Tactical Airspace	150-MC-5715	
			Assess			1.26	Develop Civil Affairs Annex	150-MC-5400	
						1.27	Assess the Current Situation	150-MC-5130	
				1.28	Refine the Plan	150-MC-5124			
				2	Employ Info Related Capabilities	150-MC-5320			
				3	Employ KM Processes	150-MC-7654			
				4	Coordinate CEMA	150-MC-5900			
		MC System				1	Establish the MC System	150-LDR-5252	
					2	Establish Common Op Picture (COP)	150-MC-5315		
					3	Employ MC Information System	150-MC-5250		
					4	Integrate the MC Information System	150-MC-5251		
					5	Conduct Information Protection	150-MC-5010		
					6	Operate the MC Network	150-MC-5003		
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation * *Opns Process for Bn and up; TLP for Co and lower									
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard Gray shaded areas do not apply to this cohort area									

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation *

*Opns Process for Bn and up; TLP for Co and lower

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Civilian Foundation Course

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-0 Combined Arms during Unified Land Opns				1	Describe Decisive Action	150-LDR-5034
				1.1	^g Conduct Force Projection (Div)	71-DIV-7300
				1.2	^g Conduct Force Projection (Corps)	71-CORP-7300
				1.3	^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
				1.4	^g Conduct Shaping Operations (Corps)	71-CORP-1270
				1.5	^g Conduct Area Security (Div)	71-DIV-6500
				1.6	^g Conduct MC for Theater (TA)	71-TA-5100
				1.7	^g Conduct RSOI (TA)	71-TA-1130
				1.8	^g Coordinate Support for Theater (TA)	71-TA-5450
				1.9	^g Establish Intel Interoperability (TA)	71-TA-2500
				2	Describe Offensive Operations	150-LDR-5030
				2.1	^g Conduct Attack (Div)	71-DIV-7120
				2.2	^g Conduct Attack (Corps)	71-CORP-7120
				2.3	^g Conduct Forcible Entry (Div)	71-DIV-1340
				2.4	^g Conduct Forcible Entry (Corps)	71-CORP-1340
				2.5	^g Conduct Movement to Contact (Div)	71-DIV-7110
				3	Describe Defensive Operations	150-LDR-5031
				3.1	^g Conduct Defense (Div)	71-DIV-7222
				3.2	^g Conduct Defense (Corps)	71-CORP-7222
				4	Describe Stability Operations	150-LDR-5032
				4.1	^g Conduct Theater Security Cooperation (TA)	71-TA-5711
				5	Describe Defense Support to Civil Auth	150-LDR-5033
				6	Integrate Offensive Cyberspace Ops	150-MC-8013
				7	Integrate Defensive Cyberspace Ops	150-MC-8019
				8	Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Civilian Foundation Course

GLOs		Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
ADP/ADRP 1	Army Profession	1. Identify key concepts of the Army Profession K-K.	K	K	K	1	Identify characteritics of the Army as a Profession	150-MC-8006
		2. Employ the Army Ethic. K-Ap.	K	K	Ap	2	Apply the Army Ethic	150-MC-8008
		3. Identify key concepts of Character Development . K-K.	K	K	K	3	Analyze Army Character Development	150-MC-8009
ADP 6-22	Army Leadership	4. Define an Army leader and the purpose of leadership. K-K.	K	K	K	4	Compare Leadership with Command	150-MC-8007
		5. Recall the three attributes and three competencies of Leadership Requirements Model. K-K.	K	K	K	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Define Counselling, coaching, and mentoring. K-K.	K	K	K	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Civilian Foundation Course

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
Human Dimension	1. Define aspects of critical-creative thinking and problem solving. K-K.	K	K	K	1	Apply Critical Thinking	150-MC-8012
		K	K	K	2	Conduct Problem Solving	150-MC-8010
					3	Apply Strategic Thinking	150-MC-8016
					4	Apply Group Think Mitigation	150-MC-8011
	2. Describe active listening, negotiation, verbal and written communication skills. K-K.	K	K	K	5	Communicate Effectively	150-MC-8002
		K	K	K	6	Conduct Negotiations	150-MC-8003
	3. Describe cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). K-K.	K	K	K	7	Identify Operational Culture	150-MC-8001
	4. Describe the five dimensions of comprehensive fitness, and resiliency skills. K-K.	K	K	K	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self K-Ap.	K	K	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^g Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Civilian Basic Course (GS 01-09)

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy 1. Explain the six principles of the MC Philosophy. C-C.	c	c	c	1 Build teams thru mutual trust	150-LDR-5001
		c	c	c	2 Create Shared Understanding	150-LDR-5007
		c	c	c	3 Provide the Commander's Intent	150-LDR-5004
		c	c	c	4 Exercise Disciplined Initiative	150-LDR-5006
		c	c	c	5 Use Mission Order Technique	150-LDR-5003
		c	c	c	6 Accept Prudent Risk	150-LDR-5002
	MC Cdr/Ldr Tasks				1 Lead the Operations Process	150-LDR-5100
					2 Inform & Influence Relevant Audiences	150-LDR-5005
					3 Develop Teams within Unit and UAP	150-LDR-5001
					4 Conduct Pre-Combat Inspections	150-LDR-5022
					5 Organize the Staff for Operations	150-LDR-5013
					6 Direct Rapid Decision & Sync Process	150-LDR-5014
					7 * Conduct Troop Leading Procedures*	150-LDR-5012
	MC Staff Tasks				1 * Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
				Plan	1.1 Participate in Army Design Methodology	150-MC-8018
					1.2 Participate in MDMP	150-MC-5111
					1.3 Develop a Running Estimate	150-MC-5144
					1.4 Provide Input for IPB	150-MC-2210
					1.5 Organize staff as CoS, XO, DCO	150-MC-0000
					1.6 Perform Information Collection	150-MC-2300
					1.7 Participate in Receipt of a Mission	150-MC-5110
					1.8 Participate in Mission Analysis	150-MC-5112
					1.9 Recommend the CCIR	150-MC-5113
					1.10 Participate in COA Development	150-MC-5114
					1.11 Participate in COA Analysis	150-MC-5115
					1.12 Participate in COA Comparison	150-MC-5116
					1.13 Conduct a COA Decision Brief	150-MC-5009
					1.14 Prepare a Warning Order	150-MC-5117
					1.15 Participate in COA Approval	150-MC-5121
					1.16 Prepare an Operations Order	150-MC-5119
					1.17 Conduct Risk Management	150-MC-5145
				Prep	1.18 Perform a Rehearsal	150-MC-5122
					1.19 Prepare a Fragmentary Order	150-MC-5125
					1.20 Assist Cdr in Executing Tactical Opns	150-MC-5131
					1.21 Assist Command Post Operations	150-MC-5200
				Execute	1.22 Displace the Command Posts	150-MC-5201
					1.23 Employ Operations Security	150-MC-6111
					1.24 Conduct Military Deception Opns	150-MC-5127
					1.25 Control Tactical Airspace	150-MC-5715
					1.26 Develop Civil Affairs Annex	150-MC-5400
				Assess	1.27 Assess the Current Situation	150-MC-5130
					1.28 Refine the Plan	150-MC-5124
					2 Employ Info Related Capabilities	150-MC-5320
					3 Employ KM Processes	150-MC-7654
					4 Coordinate CEMA	150-MC-5900
	MC System				1 Establish the MC System	150-LDR-5252
					2 Establish Common Op Picture (COP)	150-MC-5315
					3 Employ MC Information System	150-MC-5250
					4 Integrate the MC Information System	150-MC-5251
					5 Conduct Information Protection	150-MC-5010
					6 Operate the MC Network	150-MC-5003

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

*Opns Process for Bn and up; TLP for Co and lower

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Civilian Basic Course (GS 01-09)

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-0 Combined Arms during Unified Land Opns				1	Describe Decisive Action	150-LDR-5034
				1.1	^g Conduct Force Projection (Div)	71-DIV-7300
				1.2	^g Conduct Force Projection (Corps)	71-CORP-7300
				1.3	^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
				1.4	^g Conduct Shaping Operations (Corps)	71-CORP-1270
				1.5	^g Conduct Area Security (Div)	71-DIV-6500
				1.6	^g Conduct MC for Theater (TA)	71-TA-5100
				1.7	^g Conduct RSOI (TA)	71-TA-1130
				1.8	^g Coordinate Support for Theater (TA)	71-TA-5450
				1.9	^g Establish Intel Interoperability (TA)	71-TA-2500
				2	Describe Offensive Operations	150-LDR-5030
				2.1	^g Conduct Attack (Div)	71-DIV-7120
				2.2	^g Conduct Attack (Corps)	71-CORP-7120
				2.3	^g Conduct Forcible Entry (Div)	71-DIV-1340
				2.4	^g Conduct Forcible Entry (Corps)	71-CORP-1340
				2.5	^g Conduct Movement to Contact (Div)	71-DIV-7110
				3	Describe Defensive Operations	150-LDR-5031
				3.1	^g Conduct Defense (Div)	71-DIV-7222
				3.2	^g Conduct Defense (Corps)	71-CORP-7222
				4	Describe Stability Operations	150-LDR-5032
				4.1	^g Conduct Theater Security Cooperation (TA)	71-TA-5711
				5	Describe Defense Support to Civil Auth	150-LDR-5033
				6	Integrate Offensive Cyberspace Ops	150-MC-8013
				7	Integrate Defensive Cyberspace Ops	150-MC-8019
				8	Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Civilian Basic Course (GS 01-09)

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 1 Army Profession	1. Communicate key concepts of the Army Profession C-C.	C	C	C	1 Identify characteristics of the Army as a Profession	150-MC-8006
	2. Employ Ethical Reasoning C-Ap.	C	C	Ap	2 Apply the Army Ethic	150-MC-8008
	3. Employ Character Development C-Ap.	C	C	Ap	3 Analyze Army Character Development	150-MC-8009
ADP 6-22 Army Leadership	4. Describe command and leadership. C-C.	C	C	C	4 Compare Leadership with Command	150-MC-8007
	5. Describe the three attributes and three competencies of Leadership Requirements Model. C-C.	C	C	C	5 Analyze the Army Leader Requirements Model	150-MC-8014
	6. Describe Counseling, coaching, and mentoring. C-C.	C	C	C	6 Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Civilian Basic Course (GS 01-09)

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
Human Dimension	1. Identify critical-creative thinking components and problem solving (ACT). C-C.	C	C	C	1 Apply Critical Thinking	150-MC-8012
		C	C	C	2 Conduct Problem Solving	150-MC-8010
				3	Apply Strategic Thinking	150-MC-8016
				4	Apply Group Think Mitigation	150-MC-8011
	2. Demonstrate active listening, negotiaton, verbal and written communication skills. C-C.	C	C	C	5 Communicate Effectively	150-MC-8002
		C	C	C	6 Conduct Negotiations	150-MC-8003
	3. Explain cutural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). C-C.	C	C	C	7 Identify Operational Culture	150-MC-8001
	4. Describe the five dimensions of comprehensive fitness, and resiliency skills. C-C.	C	C	C	8 Demonstrate Comprehensive Fitness	150-MC-8004
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	C	C	Ap	9 Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^g Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Civilian Intermediate Course (GS 10-12)

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference	
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy	1. Analyze the six principles of the MC Philosophy. An-Ap	C	An	An	1	Build teams thru mutual trust	150-LDR-5001		
			C	An	An	2	Create Shared Understanding	150-LDR-5007		
			C	An	An	3	Provide the Commander's Intent	150-LDR-5004		
			C	An	An	4	Exercise Disciplined Initiative	150-LDR-5006		
			C	An	An	5	Use Mission Order Technique	150-LDR-5003		
			C	An	An	6	Accept Prudent Risk	150-LDR-5002		
	MC Cdr/Ldr Tasks						1	Lead the Operations Process	150-LDR-5100	
							2	Inform & Influence Relevant Audiences	150-LDR-5005	
							3	Develop Teams within Unit and UAP	150-LDR-5001	
							4	Conduct Pre-Combat Inspections	150-LDR-5022	
							5	Organize the Staff for Operations	150-LDR-5013	
							6	Direct Rapid Decision & Sync Process	150-LDR-5014	
	MC Staff Tasks						7	* Conduct Troop Leading Procedures*	150-LDR-5012	
							1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*	
								1.1	Participate in Army Design Methodology	150-MC-8018
								1.2	Participate in MDMP	150-MC-5111
								1.3	Develop a Running Estimate	150-MC-5144
								1.4	Provide Input for IPB	150-MC-2210
								1.5	Organize staff as CoS, XO, DCO	150-MC-0000
								1.6	Perform Information Collection	150-MC-2300
								1.7	Participate in Receipt of a Mission	150-MC-5110
								1.8	Participate in Mission Analysis	150-MC-5112
								1.9	Recommend the CCIR	150-MC-5113
								1.10	Participate in COA Development	150-MC-5114
								1.11	Participate in COA Analysis	150-MC-5115
								1.12	Participate in COA Comparison	150-MC-5116
								1.13	Conduct a COA Decision Brief	150-MC-5009
								1.14	Prepare a Warning Order	150-MC-5117
								1.15	Participate in COA Approval	150-MC-5121
								1.16	Prepare an Operations Order	150-MC-5119
								1.17	Conduct Risk Management	150-MC-5145
								1.18	Perform a Rehearsal	150-MC-5122
								1.19	Prepare a Fragmentary Order	150-MC-5125
								1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
								1.21	Assist Command Post Operations	150-MC-5200
								1.22	Displace the Command Posts	150-MC-5201
								1.23	Employ Operations Security	150-MC-6111
								1.24	Conduct Military Deception Opns	150-MC-5127
								1.25	Control Tactical Airspace	150-MC-5715
								1.26	Develop Civil Affairs Annex	150-MC-5400
							1.27	Assess the Current Situation	150-MC-5130	
							1.28	Refine the Plan	150-MC-5124	
							2	Employ Info Related Capabilities	150-MC-5320	
							3	Employ KM Processes	150-MC-7654	
							4	Coordinate CEMA	150-MC-5900	
	MC System						1	Establish the MC System	150-LDR-5252	
						2	Establish Common Op Picture (COP)	150-MC-5315		
						3	Employ MC Information System	150-MC-5250		
						4	Integrate the MC Information System	150-MC-5251		
						5	Conduct Information Protection	150-MC-5010		
						6	Operate the MC Network	150-MC-5003		
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation										
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard										
*Opns Process for Bn and up; TLP for Co and lower										
Gray shaded areas do not apply to this cohort area										

Professional Competence ALA for Civilian Intermediate Course (GS 10-12)

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-0 Combined Arms during Unified Land Opns				1	Describe Decisive Action	150-LDR-5034
				1.1	^g Conduct Force Projection (Div)	71-DIV-7300
				1.2	^g Conduct Force Projection (Corps)	71-CORP-7300
				1.3	^g Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
				1.4	^g Conduct Shaping Operations (Corps)	71-CORP-1270
				1.5	^g Conduct Area Security (Div)	71-DIV-6500
				1.6	^g Conduct MC for Theater (TA)	71-TA-5100
				1.7	^g Conduct RSOI (TA)	71-TA-1130
				1.8	^g Coordinate Support for Theater (TA)	71-TA-5450
				1.9	^g Establish Intel Interoperability (TA)	71-TA-2500
				2	Describe Offensive Operations	150-LDR-5030
				2.1	^g Conduct Attack (Div)	71-DIV-7120
				2.2	^g Conduct Attack (Corps)	71-CORP-7120
				2.3	^g Conduct Forcible Entry (Div)	71-DIV-1340
				2.4	^g Conduct Forcible Entry (Corps)	71-CORP-1340
				2.5	^g Conduct Movement to Contact (Div)	71-DIV-7110
				3	Describe Defensive Operations	150-LDR-5031
				3.1	^g Conduct Defense (Div)	71-DIV-7222
				3.2	^g Conduct Defense (Corps)	71-CORP-7222
				4	Describe Stability Operations	150-LDR-5032
				4.1	^g Conduct Theater Security Cooperation (TA)	71-TA-5711
				5	Describe Defense Support to Civil Auth	150-LDR-5033
				6	Integrate Offensive Cyberspace Ops	150-MC-8013
				7	Integrate Defensive Cyberspace Ops	150-MC-8019
				8	Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Civilian Intermediate Course (GS 10-12)

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks	Reference	
ADP/ADRP 1	Army Profession	1. Examine key concepts of the Army Profession. An-An.			C	An	An	1	Identify characteristics of the Army as a Profession	150-MC-8006
		2. Examine the Army Ethic. An-An.			C	An	An	2	Apply the Army Ethic	150-MC-8008
		3. Integrate Character Development into unit activities An-An.			C	An	An	3	Analyze Army Character Development	150-MC-8009
ADP 6-22	Army Leadership	4. Analyze command and leadership. An-An.			C	An	An	4	Compare Leadership with Command	150-MC-8007
		5. Correlate the leadership attributes and competencies with the six MC philosophy principles. An-An.			C	An	An	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Correlate Counselling, coaching, and mentoring. An-An.			C	An	An	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Civilian Intermediate Course (GS 10-12)

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference		
Human Dimension	1. Correlate critical -creative thinking components and problem solving (ACT, GTM, Risk Management). Apply in MDMP. An-An	C	An	An	1	Apply Critical Thinking	150-MC-8012	
		C	An	An	2	Conduct Problem Solving	150-MC-8010	
					3	Apply Strategic Thinking	150-MC-8016	
			C	An	Ap	4	Apply Group Think Mitigation	150-MC-8011
	2. Analyze active listening, negotiation, verbal and written communication skills. An-An.	C	An	An	5	Communicate Effectively	150-MC-8002	
		C	An	An	6	Conduct Negotiations	150-MC-8003	
	3. Analyze cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). An-An.	C	An	An	7	Identify Operational Culture	150-MC-8001	
	4. Correlate the five dimensions of comprehensive fitness, and resiliency skills. An-An	C	An	An	8	Demonstrate Comprehensive Fitness	150-MC-8004	
	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self An-An.	C	An	Ap	9	Conduct Self Development	150-MC-8005	

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^g Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Civilian Advanced Course (GS 13-15)

GLOs		Educational Terminal Learning Objectives (TLO)			S	I	O	Associated Training Tasks		Reference
ADP/ADRP 5.0; ADP/ADRP 6.0	MC Philosophy	1. Synthesize the six principles of the MC Philosophy. Assess in organization. S-E .			C	S	E	1	Build teams thru mutual trust	150-LDR-5001
					C	S	E	2	Create Shared Understanding	150-LDR-5007
					C	S	E	3	Provide the Commander's Intent	150-LDR-5004
					C	S	E	4	Exercise Disciplined Initiative	150-LDR-5006
					C	S	E	5	Use Mission Order Technique	150-LDR-5003
					C	S	E	6	Accept Prudent Risk	150-LDR-5002
	MC Cdr/Ldr Tasks							1	Lead the Operations Process	150-LDR-5100
								2	Inform & Influence Relevant Audiences	150-LDR-5005
								3	Develop Teams within Unit and UAP	150-LDR-5001
								4	Conduct Pre-Combat Inspections	150-LDR-5022
								5	Organize the Staff for Operations	150-LDR-5013
								6	Direct Rapid Decision & Sync Process	150-LDR-5014
								7	* Conduct Troop Leading Procedures*	150-LDR-5012
	MC Staff Tasks							1	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
								1.1	Participate in Army Design Methodology	150-MC-8018
								1.2	Participate in MDMP	150-MC-5111
								1.3	Develop a Running Estimate	150-MC-5144
								1.4	Provide Input for IPB	150-MC-2210
								1.5	Organize staff as CoS, XO, DCO	150-MC-0000
								1.6	Perform Information Collection	150-MC-2300
								1.7	Participate in Receipt of a Mission	150-MC-5110
								1.8	Participate in Mission Analysis	150-MC-5112
								1.9	Recommend the CCIR	150-MC-5113
								1.10	Participate in COA Development	150-MC-5114
								1.11	Participate in COA Analysis	150-MC-5115
								1.12	Participate in COA Comparison	150-MC-5116
								1.13	Conduct a COA Decision Brief	150-MC-5009
								1.14	Prepare a Warning Order	150-MC-5117
								1.15	Participate in COA Approval	150-MC-5121
								1.16	Prepare an Operations Order	150-MC-5119
								1.17	Conduct Risk Management	150-MC-5145
								1.18	Perform a Rehearsal	150-MC-5122
								1.19	Prepare a Fragmentary Order	150-MC-5125
								1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
								1.21	Assist Command Post Operations	150-MC-5200
								1.22	Displace the Command Posts	150-MC-5201
								1.23	Employ Operations Security	150-MC-6111
								1.24	Conduct Military Deception Opns	150-MC-5127
								1.25	Control Tactical Airspace	150-MC-5715
								1.26	Develop Civil Affairs Annex	150-MC-5400
								1.27	Assess the Current Situation	150-MC-5130
								1.28	Refine the Plan	150-MC-5124
								2	Employ Info Related Capabilities	150-MC-5320
								3	Employ KM Processes	150-MC-7654
								4	Coordinate CEMA	150-MC-5900
	MC System							1	Establish the MC System	150-LDR-5252
								2	Establish Common Op Picture (COP)	150-MC-5315
								3	Employ MC Information System	150-MC-5250
								4	Integrate the MC Information System	150-MC-5251
								5	Conduct Information Protection	150-MC-5010
								6	Operate the MC Network	150-MC-5003
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation										
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard										
*Opns Process for Bn and up; TLP for Co and lower										
Gray shaded areas do not apply to this cohort area										

Professional Competence ALA for Civilian Advanced Course (GS 13-15)

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference
ADP/ADRP 3-9 Combined Arms during Unified Land Opns				1	Describe Decisive Action	150-LDR-5034
				1.1	^a Conduct Force Projection (Div)	71-DIV-7300
				1.2	^a Conduct Force Projection (Corps)	71-CORP-7300
				1.3	^a Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
				1.4	^a Conduct Shaping Operations (Corps)	71-CORP-1270
				1.5	^a Conduct Area Security (Div)	71-DIV-6500
				1.6	^a Conduct MC for Theater (TA)	71-TA-5100
				1.7	^a Conduct RSOI (TA)	71-TA-1130
				1.8	^a Coordinate Support for Theater (TA)	71-TA-5450
				1.9	^a Establish Intel Interoperability (TA)	71-TA-2500
				2	Describe Offensive Operations	150-LDR-5030
				2.1	^a Conduct Attack (Div)	71-DIV-7120
				2.2	^a Conduct Attack (Corps)	71-CORP-7120
				2.3	^a Conduct Forcible Entry (Div)	71-DIV-1340
				2.4	^a Conduct Forcible Entry (Corps)	71-CORP-1340
				2.5	^a Conduct Movement to Contact (Div)	71-DIV-7110
				3	Describe Defensive Operations	150-LDR-5031
				3.1	^a Conduct Defense (Div)	71-DIV-7222
				3.2	^a Conduct Defense (Corps)	71-CORP-7222
				4	Describe Stability Operations	150-LDR-5032
				4.1	^a Conduct Theater Security Cooperation (TA)	71-TA-5711
				5	Describe Defense Support to Civil Auth	150-LDR-5033
				6	Integrate Offensive Cyberspace Ops	150-MC-8013
				7	Integrate Defensive Cyberspace Ops	150-MC-8019
				8	Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Civilian Advanced Course (GS 13-15)

GLOs		Educational Terminal Learning Objectives (TLO)				S	I	O	Associated Training Tasks	Reference	
ADP/ADRP 1	Army Profession	1. Align organizational programs, policies, and processes with the Army Profession. S-S.				C	S	S	1	Identify characteristics of the Army as a Profession	150-MC-8006
		2. Employ the Army Ethic at the Organizational Level. S-S				C	S	S	2	Apply the Army Ethic	150-MC-8008
		3. Integrate Character Development into Organizational Programs S-S.				C	S	S	3	Analyze Army Character Development	150-MC-8009
ADP 6-22	Army Leadership	4. Synthesize the three levels of leadership. Apply leadership in unit S-Ap.				C	S	Ap	4	Compare Leadership with Command	150-MC-8007
		5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at unit S-Ap.				C	S	Ap	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Synthesize Counselling, coaching, and mentoring. Apply at unit S-Ap				C	S	Ap	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Civilian Advanced Course (GS 13-15)

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	O	Associated Training Tasks	Reference	
Human Dimension	1. Synthesize critical - creative thinking components, and problem solving (ACT, GTM, Strategic Thinking). Apply in MDMP and ADM. S-S.	C	S	S	1	Apply Critical Thinking	150-MC-8012
		C	S	S	2	Conduct Problem Solving	150-MC-8010
		C	S	S	3	Apply Strategic Thinking	150-MC-8016
		C	S	S	4	Apply Group Think Mitigation	150-MC-8011
	2. Synthesize active listening, negotiation, verbal and written communication skills. S-S.	C	S	S	5	Communicate Effectively	150-MC-8002
		C	S	S	6	Conduct Negotiations	150-MC-8003
	3. Synthesize cultural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). S-S.	C	S	S	7	Identify Operational Culture	150-MC-8001
	4. Synthesize the five dimensions of comprehensive fitness, and resiliency skills. S-S.	C	S	S	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-Ap.	C	S	Ap	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

^a Div / Corps / Theater Army; METL Tasks

Associated training tasks: <https://rdl.train.army.mil/catalog/dashboard>

Gray shaded areas do not apply to this cohort area

Recap of Terminal Learning Objectives for Army Civilians

ALA	GLOs	Foundations	Basic	Intermediate	Advanced
Mission Command	MC Philosophy	1. Identify the six principles of the MC Philosophy. K-K.	1. Explain the six principles of the MC Philosophy. C-Ap.	1. Analyze the six principles of the MC Philosophy. An-Ap.	1. Synthesize the six principles of the MC Philosophy. Assess in organization. S-E.
ALA	GLOs	Foundations	Basic	Intermediate	Advanced
Army Leadership and the Profession	Army Profession, Ethic, and Character Development	1. Identify key concepts of the Army Profession K-K.	1. Communicate key concepts of the Army Profession C-C.	1. Examine key concepts of the Army Profession . An-An.	1. Align organizational programs, policies, and processes with the Army
		2. Employ the Army Ethic. K-Ap.	2. Employ Ethical Reasoning C-Ap.	2. Examine the Army Ethic. An-An.	2. Employ the Army Ethic at the Organizational Level S-E.
		3. Identify key concepts of Character Development . K-K.	3. Employ Character Development C-Ap.	3. Integrate Character Development into unit activities An-An.	3. Integrate Character Development into Organizational Programs S-E.
	Army Leadership	4. Define an Army leader and the purpose of leadership. K-K.	4. Describe command and leadership. C-C.	4. Analyze command and leadership. An-An.	4. Synthesize the three levels of leadership. Apply leadership in unit S-Ap.
		5. Recall the three attributes and three competencies of Leadership Requirements Model. K-K.	5. Describe the three attributes and three competencies of Leadership Requirements Model. C-C.	5. Correlate the leadership attributes and competencies with the six MC philosophy principles. An-An.	5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at
		6. Define Counselling, coaching, and mentoring. K-K.	6. Describe Counselling, coaching, and mentoring. C-C.	6. Correlate Counselling, coaching, and mentoring. An-	6. Synthesize Counselling, coaching, and mentoring. Apply
ALA	GLOs	Foundations	Basic	Intermediate	Advanced
Human Dimension	Human Dimension	1. Define aspects of critical-creative thinking and problem solving. K-K.	1. Identify critical-creative thinking components and problem solving (ACT). C-C.	1. Correlate critical -creative thinking components and problem solving (ACT, GTM, Risk Management). Apply in MDMP. An-An.	1. Synthesize critical -creative thinking components, and problem solving (ACT, GTM, Strategic Thinking). Apply in MDMP and ADM. S-S.
		2. Describe active listening, negotiation, verbal and written communication skills. K-K.	2. Demonstrate active listening, negotiaton, verbal and written communication	2. Analyze active listening, negotiation, verbal and written communication skills. An-An.	2. Synthesize active listening, negotiation, verbal and written communication skills. S-S.
		3. Describe cutural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including	3. Explain cutural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). C-C.	3. Analyze cutural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including	3. Synthesize cutural self-awareness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including
		4. Describe the five dimensions of comprehensive fitness, and resiliency skills. K-K.	4. Describe the five dimensions of comprehensive fitness, and resiliency skills. C-C.	4. Correlate the five dimensions of comprehensive fitness, and resiliency skills. An-	4. Synthesize the five dimensions of comprehensive fitness, and resiliency skills. S-
		5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self K-	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self	5. Sythesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-

Glossary

SECTION I – Acronyms and Abbreviations

ADP	Army doctrine publication
ALA	Army Learning Area
AMCAP	U.S. Army Mission Command Strategy Assessment Plan
AMCS	Army Mission Command Strategy
ARNG	U.S. Army National Guard
ASCC	U.S. Army Service Component Command
BCT	brigade combat team
BDE	brigade
BN	battalion
CATS	Combined Arms Training Strategies
CES	civilian education system
CPX	command post exercise
CoE	center of excellence
COP	common operational picture
CTC	combat training center
DA	Department of the Army
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
EMM	event menu matrices
FORSCOM	U. S. Army Forces Command
GLO	general learning outcomes
HQDA	Headquarters, Department of the Army
HST	home station training
ICTL	individual critical task list
IMCOM	Installation Management Command
JMRC	Joint Multinational Readiness Center
JRTC	Joint Readiness Training Center
MC	mission command
MC CoE	Mission Command Center of Excellence
MCTP	Mission Command Training Program
METL	mission essential task list
NTC	National Training Center
PCC	Pre-Command Course
PME	professional military education
T&EO	training and evaluation outlines
TRADOC	U.S. Army Training and Doctrine Command
ULO	unified land operations
WfF	warfighting function
WFX	warfighting exercise

SECTION II – Terms

civilian education system

Is the foundation of the Army's leader development program for all Army Civilians, providing progressive and sequential education courses throughout their careers.

collective training

Training either in institutions or units that prepares cohesive teams and units to accomplish their missions on the battlefield and in operations other than war. (TR 350-1)

command

The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. (JP 1-02)

commander's intent

A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (ADP 6-0)

competency

A competency is a cluster of related knowledge and skills that affect a major part of one's job (a role or responsibility), that correlates with performance on the job, that can be measured against accepted standards and that can be improved via training and development.

control

The regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent. (ADP 6-0)

doctrine

Doctrine, the "D" component in DOTMLPF, is fundamental principles by which the military forces, or elements thereof, guide their actions in support of national objectives. Principal MC-related doctrinal resources are ADPs 3-0, 5-0, 6-0, 6-22, and 7-0, their associated ADRPs, field manuals (FM), and ATPs. Every MC-related doctrine product or service improves Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

education

Instruction with increased knowledge, skill, and/or experience as the desired outcome for the student. This is in contrast to training, where a task or performance basis is used and specific conditions and standards are used to assess individual and unit proficiency.

facilities

Facilities include real property consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land. Principal MC-related facilities include all real property and infrastructure supporting MC training, education, and experiences (i.e. mission training complexes). The Every MC-related facility helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

functional training

Training designed to qualify leaders, Soldiers, and Army Civilians for assignment to duty positions that require specific functional skills and knowledge. (TR 350-1)

indicator

In the context of assessment, an item of information that provides insight into a measure of effectiveness or measure of performance (ADRP 5-0)

institutional (generating) force

The institutional/generating force mans, trains, equips, deploys, and ensures the readiness of all Army forces and consists of Army organizations not assigned to a combatant commander whose primary mission is to generate and sustain the operating forces of the Army. (ADP-1)

integration

The process of comprehensive analysis, design, and assessment of requirements, concepts, and resources to combine and arrange DOTMLPF requirements and solutions to unify and improve warfighting capabilities. (TR 71-20)

land domain

The area of the earth's surface ending at the high watermark and overlapping with the maritime domain in the landward segment of the littorals. (JP1-02)

leader development

The deliberate, continuous, sequential and progressive process, grounded in Army values, that grows Soldiers and Army Civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the lifelong synthesis of the knowledge, skills, and experiences gained through the developmental domains of institutional training and education, operational assignments, and self-development. (AR 350-1)

leadership and education

Leadership and education, the "L" component in DOTMLPF, defines leadership as the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. Education is continuous and progressive instruction and other programmed activity designed to develop knowledge, skills, and abilities. MC provides the framework for applying leadership at all levels and across all cohorts for maximum effect in the conduct of ULO. Every MC-related leadership and education product or service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

maritime domain

The oceans, seas, bays, estuaries, islands, coastal areas, and the airspace above these, including the littorals. (JP1-02)

materiel

Materiel, the "M" component of DOTMLPF, encompasses all items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. Principal MC-related materiel resources include Soldier and leader dismounted equipment, platforms, command posts, transport, applications, software, power generation and other enablers, simulation equipment, infrastructures, and network services. Every MC related material product and service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

mission command (philosophy)

The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. (ADP 6-0)

mission command system

The arrangement of personnel, networks, information systems, processes, procedures, facilities, and equipment that enable commanders to conduct operations. (ADP 6-0)

mission command warfighting function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control to integrate the other warfighting functions. (ADP 6-0)

mission orders

Directives that emphasize to subordinates the results to be attained, not how they are to achieve them. (ADP 6-0)

operational (operating) force

The operational/operating force includes forces whose primary missions are to participate in combat and the integral supporting elements thereof. (ADP 1)

organization

Organization, the “O” component of DOTMLPF, encompasses units with varied functions enabled by a structure where individuals cooperate systematically to accomplish a common mission and directly provide or support warfighting capabilities. Principal MC-related organizational resources are outlined in tables of equipment, modified table of equipment, tables of distribution and allowances, and associated contractor support. Every MC related organization product and service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

personnel

Personnel, the “P” component of DOTMLPF, encompasses development of manpower and personnel plans, programs, and policies necessary to man, support and sustain the Army. Principal MC-related personnel resources include aspects of personnel manpower plans, programs, and policies that govern assignments, career development, evaluations, promotions, and command selection. MC personnel broadly includes all Army leaders and Functional Areas designed to support mission command tasks (i.e. FA-29, electronic warfare; FA-30, information operations). Every MC related program or policy and service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

prudent risk

A deliberate exposure to potential injury or loss when the commander judges the outcome in terms of mission accomplishment as worth the cost. (ADP 6-0)

standard

The AMCAP uses the term standard in a manner synonymous with the TRADOC Pamphlet 350-70-1, *Training Development In Support of the Operational Domain*, definition of task standard. The task standard provides the criteria for determining the minimum acceptable level of task performance under operating conditions. The same definition is used to standardize standards in the AMCAP and in the T&EOs (available on the Army Training Network or the Central Army Registry) that are used across the force on a daily basis. (TRADOC Pamphlet 350-70-1)

synchronization

The process of coordinating the timing of the delivery of capabilities, often involving different initiatives, to ensure the evolutionary nature of these deliveries satisfies the capabilities needed at the specified time that they are needed. Synchronization is particularly critical when the method of achieving these capabilities involves a family of systems or system of systems approach. (CJCSI 3170.01G)

training

An organized, structured process based on sound principles of learning designed to increase capabilities to perform specific military functions and associated individual and collective tasks. Training increases the ability to perform in known situations with emphasis on competency, physical and mental skills, knowledge, and concepts. Principal MC-related training resources include: training areas; ranges; combat training centers; conduct the MC operations process T&EO and associated individual and collective task lists; mission training complexes; installation as a docking station; TADSS; training support packages; Integrated Training Environment; and Army Training Network. Every MC-related training product and service helps improve Army mission command, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

training aids, devices, simulators, and simulations

A general term that includes combat training center and training range instrumentation, tactical engagement simulations, battle simulations (live, virtual, constructive, & gaming within integrated training environment), targetry, training-unique ammunition, and dummy, drill, and inert munitions. All of these are subject to the public laws and regulatory guidance governing the acquisition of materiel. (TR 350-1)

unity of command

The operation of all forces under a single responsible Commander who has the requisite authority to direct and employ those forces in pursuit of a common purpose. (JP 3-0)

warfighting function

A group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and train objectives. The warfighting functions serve as an intellectual organization for common critical functions. There are six warfighting functions in Army doctrine: mission command, movement and maneuver, intelligence, fires, sustainment and protection. (ADP 3-0)